

**Audit and Finance Agenda Item**

**Meeting Date:** March 3, 2011

**Title of Item:**

Measure C Project/Construction Management Review

**Background and Analysis:**

The attached identifies actions taken to respond to the issues that were identified in the MGT/WLC Management Review report where project / construction management practices can be improved.

The actions identified are intended to implement process improvements that will enhance operational efficiency. Monitoring of the results of these process improvements will be carried out over the next year. After one year, an assessment of the success of these actions will be made and will be reported back to the committee.

**Recommendation:** Information Only.

Submitted by:	Charles Allen, Executive Director of Facilities, Operations & Construction Management, ext 6150
Is backup provided?	Yes

## **MGT/WLC Report – Status Update; February 15, 2011**

**Page 1:** Actions taken in response to items identified as marginal as compared to best practices.

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| Item #1  | PROMPT training was completed on Sept. 27 & 28. Electronic workflow for PADs will be implemented.  |
| Item #2  | PROMPT training was completed on Sept. 27 & 28. Foothill/District has implemented separate contingencies for design and construction.  |
| Item #3  | Pre-qualification process updated.   |
| Item #4  | 3 <sup>rd</sup> Party estimates are performed on selected projects.  |
| Item #5  | No additional action required.   |
| Item #6  | District has hired a project manager to assist with management of small projects. District to monitor performance. Project approval document (PAD) procedures streamlined. Scheduled Maintenance projects will have one PAD for each 5-year increment of projects. |
| Item #8  | Quarterly G_M performance reviews will be conducted. Quantitative metrics established.   |
| Item #9  | See item #8  |
| Item #10 | No additional action required. Consultant will maintain up to date and accurate information.   |
| Item #11 | Action to be deferred. A decision to adjust delegation of authority will be reviewed in 2011.  |
| Item #12 | Coordination of meetings have been conducted to clarify communications channels. Updates to the communication plan will be completed in 2011.  |
| Item #16 | No action required.  |
| Item #20 | Meetings have been held to clarify procedures. An update of Section 3 of the Policy & Procedures Manual will be prepared in 2011.  |
| Item #22 | Lessons learned meetings have been and will continue to be scheduled on Measure C projects that have been completed. A database for tracking the issues has been developed.  |
| Item #24 | Pre-Qualification process updated. A review of Project Stabilization Agreement effectiveness is scheduled for completion in 2011.  |

## **MGT/WLC Report – Status Update; February 15, 2011**

**Page 1- continued:** Actions taken in response to items identified as marginal as compared to best practices.

- Item #28      Change orders are presented to the Board, and when approved are entered into PROMPT.
- Item #29      PROMPT training was completed on Sept. 27 & 28. Prolog training is provided on each project at the start of construction.
- Item #30      Design teams are required to address all constructability review comments.
- Item #34      Electronic workflow for purchase orders has been implemented in Banner. Electronic workflow for invoices will be implements as time and resources permit.
- Item #35      No action required.
- Item #36      Timeliness and accuracy of accounting data is electronically transferred from Banner to PROMP via a “data warehouse” that is adequate for reporting and management needs of the Measure C projects. Revisions to Banner to further enhance the transfer of data will be accomplished as time and resources permit.

## **MGT/WLC Report – Status Update; February 15, 2011**

**Page 2;** Actions taken in response to items identified as weak as compared to best practices.

- Item #7      PROMPT training was completed on Sept. 27 & 28. Prolog training is provided on each project at the start of construction.
- Item #13     A CM/DM fees status report has been created to track and report by project and for the Measure C program. Project schedules are updated monthly. Resource loading is updated quarterly. Section 3 of the Policy & Procedures Manual will be updated as time and resources permit.
- Item #19     Streamlined format and content for Project Approval Documents (PAD) has been standardized.
- Item #31     The District has initiated plans to post bid documents online.
- Item #32     An electronic link has been re-established between Banner and PROMPT via a “data warehouse” which allows access to data within 48 hours of posting in Banner. Additional functionality between Banner and PROMPT will be implemented as time and resources permit.
- Item #33     PROMPT training was completed on Sept. 27 & 28. Prolog training is provided on each project at the start of construction.