

Bond Performance Audit Tracker  
 Status of Performance Audit Recommendations  
 July 29, 2020 - Quarterly Report

2019 Phase 2 Bond Performance Audit Recommendations				
Bond Year	#	Abbreviated Recommendation	Response	Status
2017	1	Develop a written plan for establishing and prioritizing corrective actions needed to address project delivery issues related to change orders, contractor invoices, and other recommendation noted in prior audits of 2012 Bond projects.	Concur	Complete
2017	2	Develop a written plan or strategy for identifying and incorporating additional funding options if future bond funds are not available and regularly communicate and discuss progress with the Board and Bond Accountability Committee	Complete	Complete
2017	3	Ensure cost estimates are fully documented with underlying support and rationale used for soft costs and FF&E - in addition to other cost components - including variations or deviations from stated methodology.	Concur	Working
2017	4	Implement the new cash flow planning process as intended at the start of the Fiscal Year 2019-2020, and update cash flows regularly.	Concur w/ comment	Working
2017	5	Immediately allocate and concentrate efforts on completing the overdue Fiscal Year 2018-2019 reconciliations between e-Builder construction management system and the PeopleSoft financial system, as well as ensure future reconciliations are regularly performed in a timely manner	Concur	Working
2017	6	Update and re-issue the PMP, in addition to individual school PTMPs, as well as consider developing quick tools, guides, and checklists to help project teams implement the protocols identified in the PMP and PTMPs.	Concur	Working
2017	7	Formally communicate, clarify and train OSM project teams and individuals involved with project delivery on existing document management protocols including requirements and expectations for usage.	Concur	Working
2017	8	Standardize design deviation logs by identifying consistent information to be maintained for each project and ensure approvals are documented	Concur w/ comment	Complete
2017	9	Establish a tracking mechanism to store proposed changes to Ed Specs and Design Standards in an accessible location	Concur w/ comment	Working
2017	10	Supplement the "Decision Making Hierarchy" process with written guidance on what decisions to bring forward and elevate beyond the project team as well as train project teams on standard practice for value engineering deviations - as well as Ed Spec and Design Standard deviations	Concur w/ comment	Working
2017	11	Better document lessons learned by: categorizing lessons learned log items into separate subcategory section allowing project managers to more easily identify relevant items; and summarizing lessons learned and regularly distribute or discuss items with project teams.	Concur	Working

<u>Audit Year</u>	<u>Summary of Recommendations</u>	<u>Percent Completed</u>
2019 Ph 2	11 Recommendations, 3 completed	27% Completed

Status Notes on Recommendations Not Completed

2019 Ph 2	3	OSM is working on revising its Standard Operating Procedure (SOP) on cost estimating to specifically require written documentation supporting cost estimates, in addition to continuing to direct project management staff in best practices. Once the SOP has been finalized, this recommendation will be marked as complete.
2019 Ph 2	4	OSM has completed implementation of a standardized, monthly, project cash flow planning process for the large capital projects using e-Builder. Implementation is in progress with Health and Safety projects. Due to the minimal changes that occur in a month's span, program management cash flow planning has historically been performed on a quarterly basis, and will remain on that timeline. Once all H&S projects are regularly completing monthly cash flow plans, this recommendation will be marked as complete.
2019 Ph 2	5	OSM hired an additional financial analyst in 2019. Reconciliations are now consistently completed within 30 days of prior month closing. Outliers found through these reconciliations are addressed in a timely manner. However, while catching up on the initial backlog of reconciliations, some outliers from prior fiscal years were discovered. OSM is waiting until these outliers have been addressed before marking this recommendation as complete.
2019 Ph 2	6	Preliminary draft of the October 2019 PMP update has been distributed to operational staff for review. Once this issuance of the PMP has been finalized, this recommendation will be marked as complete. Efforts to develop appropriate tools and guides for staff will continue on an ongoing basis.

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Status Notes on Recommendations Not Completed

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| 2019 Ph 2 | 7  | This recommendation is under review by the AIT. OSM has also ordered and is in the process of distributing PPS computer equipment for all non-PPS staff; OSM will then require that all PPS-related work be performed on PPS equipment utilizing PPS document management systems. |
| 2019 Ph 2 | 9  | This recommendation is under review by the AIT.   |
| 2019 Ph 2 | 10 | This recommendation is under review by the AIT. OSM is developing decision examples and working with project staff to identify inconsistencies or questions that will need to be addressed by the guidance.   |
| 2019 Ph 2 | 11 | This recommendation is under review by the AIT. OSM has met with project staff to discuss preferred format/structure of a lessons-learned document to ensure best usability. Program staff are reviewing options for development.   |

Recommendations Marked as **Complete** Since Last Reporting

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| 2019 Ph 2 | 8 | A Standard Operating Procedure (SOP) for Design Phase Approvals has been published to staff that includes an approved template for design deviation logs. |
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