



CITY OF AUSTIN  
PUBLIC WORKS DEPARTMENT &  
CAPITAL CONTRACTING OFFICE

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# **Audit and Finance Committee Meeting April 17, 2019**

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**2017 Capital  
Delivery Audit  
Update**



# Capital Delivery Audit 2017

**Audit Objective:** Determine whether the City is effective and efficient at coordinating and delivering capital projects that meet identified needs.

**Audit Findings:** The audit provided Six Recommendations designed to contain costs and ensure the quality of capital projects.

## Roles in Capital Project Delivery:

- **Public Works Department:** Provides project management services for capital projects across the city.
- **Capital Contracting Office:** Provides procurement and contract management services for capital projects across the city.

# Capital Delivery Audit 2017

1. Review, update as necessary, and enforce the Quality Management Division's quality management process to focus on risk-based reviews. The Director should also ensure that the Division has sufficient resources allocated to meet departmental needs and expectations.
  - ✓ Updated review process using risk-based approach
  - ✓ Added 2 FTE's
  - ✓ Will continue to monitor benefits of review changes and remind departments to conduct Quality Assurance reviews
2. Work in conjunction with the Capital Contracting Office to review, update as necessary, and enforce a risk-based change order process that is realistic for project needs and protects the City from unnecessary costs.
  - ✓ Completed Change Order and Change Control Committee process updates
  - ✓ Updated Change Order procedure in Project Management Manual and Capital Contracting Procedures
  - ✓ Conducted training for PM and Contracting team
  - ❑ FY19 planning to automate change order process using ProjectDox

# Capital Delivery Audit 2017

3. Review, update as necessary, and enforce the Department's project cost estimation process and work with stakeholders to develop a more accurate process.
  - ✓ Updated budget cost estimate forms
  - ✓ Conducted Project Managers training
4. Review, update as necessary, and enforce the documentation requirements for construction inspectors, and ensure that inspectors are assigned to every project under construction, whether these inspectors are from the Construction Services Division (CSD) or hired from a third party.
  - ✓ PM Manual updated to reflect language on CSD inspector requirements
  - ✓ Added Improvements to the daily report process for inspectors
  - ✓ Conducted CSD Inspector training on use and importance of daily reports

# Capital Delivery Audit 2017

5. Work with Capital Contracting Office and Law Department to reduce barriers to incorporating constructive feedback in the vendor evaluation process. The vendor evaluation process should include a section for documenting subcontractor performance.
  - ✓ Implemented changes using new Contractor and Consultant Evaluation Forms
  - ✓ Held stakeholder feedback sessions
  - ✓ Provide frequent reports on results –Present Quarterly to Construction Advisory Commission.
  - ✓ Reviewed but did not implement process for documenting subcontractor performance
6. Work with stakeholders to develop an effective project management tool, or improve existing tools, to increase project manager efficiency and opportunities for coordination with departments.
  - ✓ New tools being explored with the 2016 Mobility Bond
  - ✓ Capital Explorer website for public reporting went live
  - ✓ Using Micro Strategy Reporting to produce consistent CIP progress reporting
  - ☐ Evaluating ProjectDox for workflow use and automation
  - ☐ Evaluating Document Management software to collaborate with departments, consultants and contractors





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# QUESTIONS + ANSWERS

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