



KING COUNTY AUDITOR'S OFFICE

December 22, 2017

Third Follow Up on the Special Study of FMD's Management of Project Delivery

TO:

Metropolitan
King County
Councilmembers

The Facilities Management Division (FMD) is making progress developing performance measures. The Facilities Management Division (FMD) has made progress on our recommendation to develop meaningful measures to track project scope, schedule, and budget performance, and uses this information to inform management decisions and actions. Facilities, however, is using temporary measures to meet the intent of this recommendation, since its project management software merger did not work this year as planned. FMD previously completed the other two recommendations made in our audit, which we reported on January 25, 2016.

FROM:

Kymber Waltnunson,
County Auditor

Of the one remaining audit recommendation:



0
DONE

Fully implemented

Auditor will no longer monitor.



1
PROGRESS

Partially implemented

Auditor will continue to monitor.



0
OPEN

Remain unresolved

Auditor will no longer monitor.

Please see below for details on the implementation status of these recommendations.



King County

Recommendation 2

PROGRESS 

FMD should develop meaningful performance measures for capital project delivery to assess whether planned scope, schedule, and budget are achieved on individual projects and across their programs. Beyond this, FMD needs to develop and use internal measures to inform management decisions and actions.

STATUS UPDATE: While FMD is making progress developing meaningful performance measures for capital project delivery outcomes it has faced technical challenges in fully implementing this recommendation. FMD staff planned to use a module within its existing project management software, however, upon investigation found out that the module is no longer being supported by its vendor. FMD staff is in the process of evaluating other potential solutions to develop and track performance measures.

Without meaningful performance measures, FMD management is unable to evaluate the projects that are trending off-target from baseline schedule and budget expectations. In addition, they cannot identify the corrective action necessary to institute positive performance trends in its delivery of capital projects. In order to fully implement our recommendation, FMD will need to implement a performance management system that tracks and reports measures for management review and application.

Michael Bowers, Capital Projects Oversight Analyst, conducted this review. Please contact Michael at 206-263-6900 if you have any questions about the issues discussed in this letter.

cc: Dow Constantine, King County Executive
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