



**Meeting Binder for
Court Facilities Advisory Committee's
Independent Outside Oversight
Consultant (IOOC) Subcommittee**

DECEMBER 12, 2018



JUDICIAL COUNCIL
OF CALIFORNIA

ADMINISTRATIVE DIVISION
FACILITIES SERVICES



Meeting Binder

Court Facilities Advisory Committee's Independent Outside Oversight Consultant (IOOC) Subcommittee

December 12, 2018

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**COURT FACILITIES ADVISORY COMMITTEE'S
INDEPENDENT OUTSIDE OVERSIGHT CONSULTANT SUBCOMMITTEE**

OPEN MEETING AGENDA

Open to the Public Unless Indicated as Closed (Cal. Rules of Court, rule 10.75(c)(1))

THIS MEETING IS BEING RECORDED

Date: December 12, 2018
Time: 12:15 p.m. – 1:15 p.m. – Open Session (Open to Public)
Location: Conference Call
Public Call-In Number: (877) 820-7831 and enter Passcode: 7004216

Meeting materials will be posted on the advisory body web page on the California Courts website at least three business days before the meeting.

In accordance with California Rules of Court, rule 10.75(k)(1), written comments pertaining to any agenda item of a regularly noticed open meeting—which is conducted by conference call—can be submitted up to one complete business day before the meeting. For this specific meeting, comments should be e-mailed to cfac@jud.ca.gov or mailed or delivered to 455 Golden Gate Avenue, San Francisco, CA 94102, attention: Chris Magnusson. Only written comments received by 5:00 PM on December 11, 2018, will be provided to advisory body members.

Agenda items are numbered for identification purposes only and will not necessarily be considered in the indicated order.

I. OPEN MEETING (CAL. RULES OF COURT, RULE 10.75(C)(1))

Call to Order, Roll Call and Opening Remarks

II. DISCUSSION AND ACTION ITEMS (ITEM 1)

Item 1

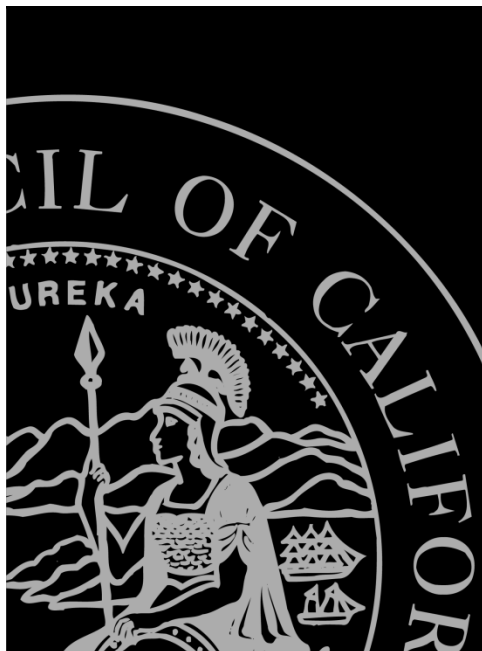
Pegasus Audit Implementation Status and Next Steps (Action Required)

Review of a draft report on *Pegasus Audit Implementation Status and Next Steps* pertaining to the management of California's courthouse capital program. This report captures Judicial Council Facilities Services' current responses to all 137 audit recommendations and its request to close the audit.

Presenter: Mr. Mike Courtney, Director, Judicial Council Facilities Services

III. ADJOURNMENT

Adjourn



Pegasus Audit Implementation Status and Next Steps

DECEMBER 12, 2018

FOR REVIEW BY COURT FACILITIES
ADVISORY COMMITTEE'S
INDEPENDENT OUTSIDE OVERSIGHT
CONSULTANT (IOOC) SUBCOMMITTEE



JUDICIAL COUNCIL
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FACILITIES SERVICES

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1. Background and Purpose

Pegasus Global Holdings was selected on January 12, 2012 to assist the Judicial Council's Facilities Working Group (now known as the Court Facilities Advisory Committee/CFAC) in its oversight of the Judicial Council Capital Construction Program. Pegasus issued the California Courthouse Capital Program Management Audit Report ("audit") on August 13, 2012. The report contained 137 recommendations. The Judicial Council adopted the finding and the 137 recommendations for implementation in October 2012.

The Capital Program Office/CPO (currently incorporated into Facilities Services/FS) implemented many of the recommendations of the audit and reported on its progress on a quarterly basis.

The Audit Services (AS) of the Judicial Council was requested by the Executive Office to review and evaluate how the CPO was managing the implementation of the audit. AS submitted its findings on December 11, 2015. AS assessment of CPO status report significantly discounted the level of completion reported by the CPO. The CPO reported 77 (56%) of the recommendations as "complete". AS considered only 14 (10%) of the recommendations to be complete and reclassified 39 (28%) of the recommendations as partially complete. More details of the AS findings are provided in the next section.

The CPO and the Real Estate and Facilities Management (REFM) have since been reorganized into one entity called Facilities Services. The leadership of CPO/REFM has changed since June 2016. The new leadership has continued implementation of the audit recommendations and in some cases, taken a different approach to addressing the recommendations.

The purpose of this report is to provide the current status of all 137 recommendations, provide specific information related to recommendations considered 'complete', identify plan of action to complete the remaining recommendations, and identify the timeline to resolve ALL 137 audit recommendations.

2. Previous Status

Audit Services (AS) noted in the previous section, AS of the Judicial Council evaluated the implementation of the audit. AS reported on their findings related to the level of completion of the 137 recommendations. AS summarized the 137 recommendations into 20 summary issues and reported on the status of the 20 summary issues. In this section, the status of the 137 recommendations and the 20 summary issues as reported by AS is summarized.

2.1 Status of 137 Recommendations

The table below presents a summary of AS’s 2015 review of the action status of the 137 recommendations:

Complete	Partially Complete	In-Draft	In-Process	Others	Total
14	39	20	53	11	137
10%	28%	15%	39%	8%	100%

AS indicated that the number of items categorized as “other” may increase because some of the recommendations may not be applicable due to the current execution environment, in terms of the organizational structure, role of CFAC, and the State Budget.

The following is the prioritization of the various recommendations by Pegasus, as reported by the Capital Programs Office in 2015.

Priority Level	Recommendations	Total	%
1	Add more horizontal organizational structure	4	3
2	Finalize policies, procedures, processes	52	38
3	Issue delegations of authority	19	14
4	Install comprehensive document control system	12	9
5	Implement a cohesive and comprehensive construction management and control systems	6	4
6	Adopt a uniform design review and approve policies, procedures, processes, practices and contracts	9	7
7	Finalize, adopt and distribute a program management manual	25	18
8	Finalize and distribute a project execution manual	7	5
9	Implement a formal lessons learned program	1	1
10	Evaluate execution of scope of work by architects, consultants and contractors	0	0
11	Evaluate management, control and relationship among all project stake holders	2	1
	Total	137	100

2.2 Status of 20 Summary Issues

Recap of the 20 Summary Issues

Audit Services (AS) issued twenty 'Issues memorandums' (IMs) to communicate issues and observations noted (including the associated recommendations) from its review of the action status levels. The 20 IMs are listed below.

Issue 1	The Capital Program Needs to Improve its Processes and Procedures in Monitoring, Documenting, and Tracking its Implementation of Pegasus' 137 Recommendations
Issue 2	The Capital Program Office's Human Resource Plan should be enhanced to implement Pegasus' recommendation to comply with industry standard of care
Issue 3	The Judicial Council staff has not yet completed and formalized the CPO into a more horizontal structure, as recommended by Pegasus
Issue 4	The Program Management Manual should be improved to clearly establish the JC as the ultimate owner of the Court Capital Construction Program
Issue 5	The CPO must finalize its procedures to provide additional guidance regarding the delegation of authority for the Capital Program
Issue 6	The CPO should accelerate its efforts to develop, update and finalize for approval its formal management control policies, procedures, processes, and guidelines
Issue 7	The REFM office should continue its efforts to address Pegasus recommendations regarding the facility modification and relocation policies
Issue 8	The CPO should continue its efforts to implement Pegasus' recommendation to establish a formal, comprehensive Risk Management Program
Issue 9	The CPO and REFM office should accelerate its efforts to install a comprehensive document control system
Issue 10	The CPO and REFM office should accelerate its efforts to install a comprehensive document control system
Issue 11	The CPO should review the contents and timing of its Progress Reports

Issue 12	Considered "in Process" is CPO's implementation of Pegasus' recommendation to improve the Management Plan and Project Definition Report
Issue 13	CPO implementation of Pegasus' recommendation regarding eliminating the role of contract construction manager, possibly renaming the role as "Clerk of the Works" and relieving program/project staff of administrative functions is considered "in process"
Issue 14	CPO should inform the Executive Office of the actions taken to implement Pegasus' recommendation regarding the development of a specific standard contract to conform with industry expectations of the CM at Risk (CM@Risk)
Issue 15	The development of a set of consolidated policies and procedures to lay out the entire construction management process should be finalized for appropriate approval as soon as possible
Issue 16	CPO should continue to implement other Pegasus' recommendation identified as Priority 3: Issue Delegation of Authority
Issue 17	CPO needs to continue its implementation of Pegasus' recommendations identified as Priority 6: Adopt uniform design review and approve policies, procedures, processes and practices, and contracts
Issue 18	CPO's implementation of Pegasus' recommendation to use data already collected by Project Managers to analyze accuracy of the original estimate and capture lessons learned should be enhanced and clarified
Issue 19	CPO should continue efforts to finalize, expand and update Program Management Plan
Issue 20	Recap of other recommendations by Pegasus identified as priority 7: Finalize, adopt, and distribute a Program Management Manual (Plan)

AS highlighted the following for management attention:

1. Horizontal Structure
2. Delegation of Authority
3. Formalize policies, procedures, and processes
4. Formal electronic document control system and process access library
5. Roles and responsibilities for CM contracts

AS also recommended that management note the following issues:

- a. Continue efforts to establish a formal, comprehensive risk management at both the program and project levels.
- b. Review of the content and timing of progress reports at the program and project levels.
- c. Improve, finalize, and update Program and Project Management Plans.
- d. Improve standard architectural contract Improve processes and procedures to monitor the implementation of the 137 recommendations.

3. Current Status

3.1 Status of 137 Recommendations

Categorization Methodology:

In developing the current status, it was determined necessary to modify the status categories as follows:

- a. Some of the recommendations are obsolete now due to the changes that have happened since the writing of the report 5 years ago and not applicable any more. The AS report itself recognized this possibility and stated that certain recommendations “may not be applicable due to the current environment” resulting in reclassification of the status. This report categorizes such recommendations as “Obsolete”.
- b. Even though the 137 recommendations were adopted at that time, certain recommendations, upon deeper review, are not consistent with the current approach of the Capital Program. Such recommendations are noted as ‘Not Accepted’.
- c. The category “In draft” was eliminated and recommendations falling into this category were included in “In Process”.
- d. Due to the introduction of the “Obsolete”, “Not Accepted” and “Impractical” categories, the “Other” category was eliminated.

Status:

The following chart recaps the number of recommendations falling into each category. The report Attachment-1 provides the detail for each recommendation. Items deemed ‘complete’, specific information and reference is provided as to the basis for declaring them to be complete. The categories ‘obsolete’, ‘not accepted’ and ‘impractical’, an explanation is provided stating the rationale behind that opinion. Recommendations that are ‘partially complete’ or ‘in process’, information is provided as to what action is being taken and the targeted time frame related to when it will be complete.

No.	Status	Status Description
122	Complete	Completed
3	In Process	Facilities Maintenance items in the process of being completed.
10	Not Accepted	Current FS management does not agree with the Pegasus recommendation
2	Obsolete	The recommendation is not relevant for current conditions
137	Total	

Major Areas of Progress

Since the completion of the AS audit, as the chart indicates, significant progress has been made in important areas of the audit recommendations. Actions have been taken to focus on the major recommendations of the Pegasus audit and AS's highlighting and summarization of the major issues that needed management attention.

Draft responses to the 137 Pegasus audit items were completed by management and provided to Audit Services for review in August 2018. The comments and recommendations provided by AS were utilized to create final responses for each audit item. Facilities Services management reviewed the recommended final responses with AS in September 2018 and deemed the status of each item to be accurate and the responses ready for publication.

The following are some of the key major accomplishments:

- a. The Facility Management and Capital Programs were consolidated into one unified organization called Facilities Services, with reorganization within each section, resulting in a flatter organization.
- b. Program Management consultant support was brought on board, to advance the establishment of project and program control system and complete the procedures and processes.
- c. A comprehensive Judicial Council Program Information and Control system (JPIC) has been implemented. This system serves as the central repository of all information and documents for all Capital Outlay Projects. It also serves as the central resource for all program standards, plans, policies and procedures so all stakeholders have easy access to the latest information.

- d. Program and project procedures are being developed, finalized and implemented that provide practical information and guidance to the project teams to achieve results, with consistency across all projects.
- e. Specific success measures have been established for the program and all projects to drive actions that will produce results to meet established goals.
- f. Facilities Services reviewed the Project Management Manual (PMM) and procedures to ensure that the Delegation of Authority is clearly established. Due to the significance of this issue in the Pegasus Audit and the December 2015 review by Audit Services, Facilities Services reviewed this item with Audit Services prior to completing the documents.

Areas of Disagreement

The Facilities Services recognizes and appreciates most of the recommendations by Pegasus, and as indicated before, has made major strides in implementing them. As shown in Appendix A, there were a total of 10 recommendations considered “Not Accepted” and two “Obsolete.” These recommendations and FS responses are summarized as follows:

Recommendations “Not Accepted”

1. **Line 17:** *Specific, measurable goals and objectives for each position identified within the Program Management Plan (PMP) should be included in the PMP.*

FS Response: Measures and goals of individuals are dictated by their classification and measured by performance evaluation. Existing job classifications already fully mitigate the risks and weaknesses raised in the audit finding.

2. **Line 26:** *Reference those program level policies, procedures and processes which govern the tasks enumerated within various sections of the Project Definition Report.*

FS Response: Program policies and procedures are readily accessible on JPIC and already fully mitigate the risks and weaknesses raised in the audit finding. Incorporation of this request would burden project teams with administrative effort to cross reference. Such references will detract from the focus on project's goals and objectives.

3. **Line 44:** *Officially adopt the 2011 version of the California Trial Court Facilities Standard to replace the prior 2006 version to eliminate any possible confusion in regards to which document is to be used.*

FS Response: The CFAC chair, who oversees the courthouse construction program, directed staff to not move the 2011 version of the *California Trial Courts Facilities Standards* forward for the CFAC's and Judicial Council's

approval. This leaves the 2006 standards as the default standard for the design and construction of court facilities.

4. **Line 93:** *OCCM (now Facilities Services) should consider adopting a policy to the effect that all project contingency belongs to the program and not to the individual projects.*

FS Response: Funding is project specific and controlled by the Department of Finance through the State Public Works Board for each project separately. Hence the contingency belongs to the individual project and not program. Existing policies and practices, such as those found on the JPIC site, already fully mitigate the risks and weaknesses raised in the audit finding.

5. **Line 97:** *To the maximum extent possible, the Program should limit the equipment choice of primary infrastructure equipment and systems which can be used within a facility.*

FS Response: For any project, the architect specifies equipment on the project which best conforms to the design standards and project requirements (such as equipment performance criteria). The specified equipment is purchased as a part of the Construction project.

6. **Line 98:** *Once the suppliers have been identified, Pegasus- Global recommends that OCCM (now Facilities Services) consider entering into specific contracts (not purchase orders if possible) with those suppliers to set the terms of initial purchase, with specific savings identified based on a specific number of units purchased.*

FS Response: Projects and the equipment within those projects are publicly bid and the contracts for the projects are with a construction contractor and not with a specific equipment supplier.

7. **Line 104:** *Eliminate the role of contract CM within the project organization. If the position currently filled by the contract CM is limited to that normally identified as a "Clerk of the Works" then call the position by that title, which will to a great extent reduce the confusion created by having two CMs on a project.*

FS Response: The contract CM or CMA plays a critical role in managing the design and construction of a project. CMA contracts are in accordance with the industry standard on CM@Risk projects as the CM@Risk acts as general contractor during the construction phase of a project and the CMA acts as owner's representative.

8. **Line 105:** *Develop a specific standard contract for a CM@Risk which conforms with the industry expectations of the CM@Risk, thereby making the CM@Risk completely responsible for the execution of the project using their own means and methods (and makes them responsible for those means and methods) and*

with the full authority to act without the Project Manager's prior approval or consent except in situations where those actions have the potential to increase cost or schedule.

FS Response: The CM@Risk functions as an advisor during the preconstruction phase and takes on the role of a general contractor during the construction phase. It is important for the JCC PM to retain the overall management functions and ensure that the CM@Risk is delivering the project consistent with their contract obligations. Existing CM@Risk contract language already fully mitigate the risks and weaknesses raised in the audit finding.

9. **Line 106:** *Consideration should be given by OCCM (now Facilities Services) to making the CM@Risk responsible to produce all of the formal project control documents and reports for submittal to the Clerk of the Works. This again shifts the responsibility for accurate, complete and comprehensive project documentation to the CM@Risk.*

FS Response: Program management is to have a standard set of procedures for managing Design and Construction. Giving more management and control of any project is not recommended and is inconsistent with the standards of the Construction Management Association of America.

10. **Line 112:** *Once that inventory recommended above is completed, Pegasus-Global recommends that Program Management turn its attention to how it structures and formalizes the duties and responsibilities of the architects and CM@Risk contractors. Those responsibilities which can be shifted under contract to the architects and CM@Risk contractors should be added to their scopes of work.*

FS Response: The CM at Risk (CMR) and the Architect have clear roles and responsibilities as defined by their contracts. It is the project managers job to ensure that each party fulfills the roles and responsibilities as defined by their contracts.

Recommendations considered "Obsolete"

1. **Line 30:** *This appears to be a situation that, while everyone understands the importance the Project Feasibility procedure and process, here-to-for has not developed, codified or distributed a formal policy, procedure or process covering that requirement.*

FS Response: Facilities Services believes the recommendation is no longer relevant because the JCC Capital Program has been established and funded using the existing Master Plan. A new master plan will be developed to determine the future feasibility of any courthouse project.

2. **Line 37:** *SB 1407 emphasized economic opportunity, as such Pegasus-Global recommends the prioritization methodology be updated to give preference to*

projects with one or more economic opportunities, and only if assured that the economic opportunity is viable and can be realized.

FS Response: The 2008 Courthouse Prioritization Methodology has been superseded by SB847. This requires JCC to develop a new court prioritization plan by December 2019.

Recommendation by Categories

The following is a grouping of recommendations into categories. As noted by the audit itself and AS review, the majority of the recommendations revolve around policies and procedures. While it is essential to complete policies and procedures to address the bulk of the recommendations, the team has recognized that not all recommendations have equal weight and potential benefit upon implementation. Categories that are smaller, such as success measures, risk management, controls etc. can have more impact on performance than multiple procedures and policies combined. The implementation team has taken this into consideration in focusing the efforts towards implementing recommendations that will provide the greatest results. The implementation of the program and project control system - JPIC - that was discussed before is a major example of this approach. The team will continue to work through the balance of the recommendations, as outlined in Section 4 - Actions to close audit as it works to resolve all recommendations.

Procedures	58
Policy	16
Reporting	8
HR	3
FM	5
Controls	11
Organization	16
Roles & Resp	5
Contracts	7
Design	3
Success Measure	3
Risk Mgmt	1
Other	1
Total	137

3.2 Status of 20 Summary Issues

The status of the twenty ‘Issues memorandums’ (IMs) that AS had prepared is delineated below. Ten (10) of them are complete, eight (8) of them are partially or substantially complete or in process, one (1) is duplicate, and one (1) of them is not accepted.

Issue 1	The Capital Program Needs to Improve its Processes and Procedures in Monitoring, Documenting, and Tracking its Implementation of Pegasus' 137 Recommendations	Complete	The report documents the tracking of the 137 audit issues.
Issue 2	The Capital Program Office's Human Resource Plan should be enhanced to implement Pegasus' recommendation to comply with industry standard of care	Complete	Work load planning and monitoring system developed
Issue 3	The Judicial Council staff has not yet completed and formalized the CPO into a more horizontal structure, as recommended by Pegasus	Complete	The CPO was consolidated into Facilities Services resulting in a flatter organization
Issue 4	The Program Management Manual should be improved to clearly establish the JC as the ultimate owner of the Court Capital Construction Program	Complete	This appears to be an obsolete item. There is clear knowledge among staff and stakeholders that Judicial Council is the Owner
Issue 5	The CPO must finalize its procedures to provide additional guidance regarding the delegation of authority for the Capital Program	Complete	Completed development of procedures

Issue 6	The CPO should accelerate its efforts to develop, update and finalize for approval its formal management control policies, procedures, processes, and guidelines	Complete	
Issue 7	The REFM office should continue its efforts to address Pegasus recommendations regarding the facility modification and relocation policies	Complete	There is a policy for FM which was approved by the TCFMAC in December 2014. There is also a 2015 FM Prioritization Guideline which was approved in April 2015.
Issue 8	The CPO should continue its efforts to implement Pegasus' recommendation to establish a formal, comprehensive Risk Management Program	Complete	
Issue 9	The CPO and REFM office should accelerate its efforts to install a comprehensive document control system	Complete	FS is using JPIC for document control of all Capital Outlay Projects

Issue 10	The CPO and REFM office should accelerate its efforts to install a comprehensive document control system	Complete	Duplicate
Issue 11	The CPO should review the contents and timing of its Progress Reports	Complete	Progress reports for Capital Outlay Projects are updated monthly and issued quarterly using JPIC
Issue 12	Considered "in Process" is CPO's implementation of Pegasus' recommendation to improve the Management Plan and Project Definition Report	Complete	
Issue 13	CPO implementation of Pegasus' recommendation regarding eliminating the role of contract construction manager, possibly renaming the role as "Clerk of the Works" and relieving program/project staff of administrative functions is considered "in process"	Not Accepted	This will deconstruct the CMA scope of services to multiple entities and will significantly impact current and future success of Capital Projects.
Issue 14	CPO should inform the Executive Office of the actions taken to implement Pegasus' recommendation regarding the development of a specific standard contract to conform with industry expectations of the CM at Risk (CM@Risk)	Complete	

Issue 15	The development of a set of consolidated policies and procedures to lay out the entire construction management process should be finalized for appropriate approval as soon as possible	Complete	
Issue 16	CPO should continue to implement other Pegasus' recommendation identified as Priority 3: Issue Delegation of Authority	Complete	Facilities Services is reviewing the Project Management Manual (PMM) and making updates to ensure the Delegation of Authority is established. As this was a significant issue in the Pegasus Audit and the December 2015 review by Audit Services, Facilities Services will review this item with Audit Services.
Issue 17	CPO needs to continue its implementation of Pegasus' recommendations identified as Priority 6: Adopt uniform design review and approve policies, procedures, processes and practices and contracts	Complete	Uniform Design Review process and procedure is adopted and available on JPIC

Issue 18	CPO's implementation of Pegasus' recommendation to use data already collected by Project Managers to analyze accuracy of the original estimate and capture lessons learned should be enhanced and clarified	Complete	JCC has implemented standard 3-PE and Budget Management Reporting system. and is developing Best Practices database.
Issue 19	CPO should continue efforts to finalize, expand and update Program Management Plan	Complete	Complete by June 2018
Issue 20	Recap of other recommendations by Pegasus identified as priority 7: Finalize, adopt, and distribute a Program Management Manual (Plan)	Complete	PMM is developed. Periodic revisions will be made to update as needed.

4. Actions to Close Audit

The drafting and incorporation of the policies/procedures have been completed to address the audit items. Program Management Manual has been revised and Program Management Plan developed. Facilities Maintenance policies have been updated with definitions and are being presented to the Director, Facilities Services for approval.

Recommendation: No further action items remain, and it is recommended that Pegasus Audit recommendations (137) be considered “Complete” and audit report is “Closed”.

Appendix A: *Detailed Audit Recommendation Status and Resolution Plan*

Appendix A: Detailed Audit Recommendation Status and Resolution Plan

Update: December 12, 2018

Line Number	Original Recommendation Text	Current Status	Status - Detail	Attachments
1	V1-R-4.2-1 OCCM should prepare and adopt a formal Human Resource Plan which follows the industry Standard Of Care.	Complete	This recommendation focused on addressing weaknesses in JCC's current organizational structure. Facilities Services has reorganized, adopted recommendations and created new classifications. Facility Services has enough resources, has created horizontal structure, and formed clear lines of responsibility and accountability to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Facilities Services completed Human Resources Plan.	Human Resources Plan
2	V1-R-4.2-2 OCCM should, where indicated by the Human Resource Plan, realign staff to ensure it is making the most effective and efficient use of the current staff either under the current organizational structure, or an alternative organizational structure that better aligns with current resources.	Complete	This recommendation focused on addressing weaknesses in JCC's current organizational structure. Facilities Services has reorganized, adopted recommendations and created new classifications. Facility Services has enough resources, has created horizontal structure, and formed clear lines of responsibility / accountability to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the attached Human Resources Plan and Facilities Services Organization Chart.	Human Resources Plan, Organization Chart
3	V1-R-4.2-3 Using the Human Resource Plan OCCM should identify those vacant functional positions which are impacting OCCM's ability to achieve its functional responsibilities and showing how the decisions were made to staff some positions over other critical positions.	Complete	This recommendation focused on addressing weaknesses in JCC's Staffing. Facilities Services has implemented the current staffing plan which reorganizes the organization by creating horizontal structure as practically possible to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Facilities Services Human Resources Plan on page 5.	Facilities Services staffing plan
4	V1-R-4.3-1 OCCM should adopt a formal, electronic document control system, preferably one of the commercially available systems which can be quickly installed. While various industry entities and agencies have developed and installed custom programmed electronic document control systems, it is expensive and time consuming to undertake such an effort. Given the urgent need to install and populate such a matrixed electronic system and the need to quickly train the users of the system, the commercially available systems represent a much more reasonable approach for the Court Capital Construction Program.	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services developed a SharePoint based collaborative on-line document management system called as JPIC (Judicial Council Program Information and Controls) to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by viewing the "Document" section on JPIC site. Link is provided for a typical project site document section.	https://www.jcc-cms.com/home https://www.jcc-cms.com/AllProjects/New-El-Centro-Courthouse/Pages/Documents-Upload.aspx
5	V1-R-4.3-2 There should be a standard format for cross referencing the policies which site any function or create any link between the policy under review and all other intersecting policies.	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services developed a Program Management Manual (PMM) to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the PMM and Procedure Cross Reference matrix in the PMM.	Program Management Manual (PMM) - updated June 2018 PMM cross reference matrix
6	V1-R-4.3-3 Similar documents should have a common format, for example: Each policy should have on its front cover the policy name and, if the policies are to be numbered, a logically flowing numbering scheme, as the current numbering scheme for those with numbers does not provide a logical flow among policies or procedures. Then the original approval date, followed with any revisions and the revision dates should be added to the cover sheet of the policy. A standard policy template for the Program should be developed and agreed by AOC and OCCM - in short, the content sections should be identical across every policy. Once the standard template has been developed, all policies should be revised to be consistent with this standard template. It is recommended that this effort be done upon completion of the Program Management Manual so that the uniformity between policies can be done at the same time as the gap review between the policies and the Program Management Manual for efficiencies and to avoid any duplication of effort.	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services has adopted a common format and methodology for all project and program management procedures and will continue to implement this format for future projects to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Procedures Manual and the Program Management Manual.	Procedures (Table of Contents), Program Management Manual (PMM) - updated June 2018
7	V1-R-4.3-4 Pegasus-Global was given the policies and procedures in two formats: electronically by policy and in hard copy in two three ring binders. Neither the electronic or hard copy of policies and procedures were provided in a uniform organized structure. Policies should be filed (electronically and hard copy) in an order of precedence so that the reviewer is able to quickly and efficiently determine the order of precedence among multiple policies and procedures. The primary foundation document - the Program Management Manual - should include an Appendix which lists all subsequent policies and procedures in precedent number order, giving the policy or procedure title and showing the most current revision date.	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services has developed Program and Project procedures to address this comment, using a consistent format. All procedures are uploaded on JPIC and JCC staff and project teams have access to procedures and program resources libraries to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Procedures Manual and the Program Management Manual.	Procedures (Table of Contents), https://www.jcc-cms.com/program-resources

Appendix A: Detailed Audit Recommendation Status and Resolution Plan
Update: December 12, 2018

Line Number	Original Recommendation Text	Current Status	Status - Detail	Attachments
8	V1-R-4.3-5 OCCM should take action to identify, gather and organize those documents critical to the Process Access Library ("PAL"), the Program Level operational requirements (i.e., Site Acquisition, Appropriations and Planning, etc.) and project execution for installation into an electronic document control system. This will serve two functions: (1) creation of a full catalogue of the critical program and project documents, and (2) enable OCCM to establish the structure and organization of the electronic document control system.	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services developed and implemented a collaborative web based SharePoint on-line portal (JPIC) to provide a consistent electronic document control system which addresses the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the JPIC site under the Program Resources tab. There are sub-tabs for "Standards and Guides", "Forms and Templates", "Procedures" and "Training Materials". The Procedures provide guidance on which standards, guides, forms and templates to access for the completion of the activity to be performed.	https://www.jcc-cms.com/program-resources
9	V1-R-4.3-6 OCCM Program Management should develop and issue a document preparation, management and control procedure which will ensure the timely and comprehensive preparation, distribution and capture (filing) of critical program and project document sets [there is no evidence that such a policy and procedure exists]. The document control requirements should include policy statements addressing the preparation and retention of program and project documents, the procedures by which program and project documents are prepared, distributed, captured and retrieved, and the processes for preparation, distribution, capture and retrieval of program and project documents. The document control guidelines should clearly identify the party accountable for preparation, distribution, capture and retrieval of program and project documents, and just as importantly, identify those individuals empowered to edit, revise or update critical program or project documents (i.e., the Five-Year Plan, the DOF required reports, the project execution budget, etc.).	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services drafted Procedures A-20 "Project Information Management" and E-11 "Project Records Archiving and Transfer" to implement policy established in Chapter 20 "Project Records Management Program" of the Program Management Manual to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-20 and E-11.	Procedure A-20 Procedure E-11
10	V1-R-4.3-7 Policies and procedures which address similar topical areas (i.e. estimating, cost management and control, invoicing and project/program cost status) should be linked within the electronic and/or hard copy files and, if possible have a numbering order or format which enables the reviewer to efficiently pull all of those policies without having to review the titles or attempt to guess the relationship between the policies and procedures (i.e., the linked cost policies could have a predecessor number of "29", followed by a unique policy number - for example "estimating" could have a number of 29-001).	Complete	This recommendation focused on addressing weaknesses in JCC's document control system. Facilities Services developed a Program Management Manual (PMM) to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the PMM and Procedure Cross Reference matrix in the PMM. The Procedures are listed chronologically as they will be utilized on the project which will be logical to the Project Managers.	Program Management Manual (PMM) cross reference matrix
11	V1-R-4.4-1 The Judicial Council in consultation with the AOC and in recognition of the legislative actions in effect, should clearly establish the ultimate Owner of the Program and all of the projects which comprise that mega program.	Complete	This recommendation focused on addressing weaknesses in JCC's identification of the project owner. The project owner is identified in the Program Management Manual, Section 2 "Governance of Capital Program" which addresses the issue raised by the Pegasus auditors. This identification can be seen by reviewing the Program Management Manual.	PMM, Section 2
12	V1-R-4.5-1 Once the identification of the Owner has been resolved, the Owner, working with the AOC and OCCM should establish formal, detailed delegations of authority which clearly delineates the party within the Program and projects with the authority to make decisions and take actions on behalf of the Owner. Those delegations must also specifically identify the limits of each delegated authority.	Complete	This recommendation focused on addressing weaknesses in JCC's delegation of authority. The lines of authority are identified in the Program Management Manual, Paragraph 2.3.1.2 which addresses the issue raised by the Pegasus auditors. This item can be seen by reviewing the Program Management Manual on JPIC.	Program Management Manual (PMM) Chapter 2 - updated June 2018
13	V1-R-4.6-1 OCCM should finalize and in some cases develop or reissue its policies, procedures and processes in order to provide a complete set of relevant program and project policies, procedures and processes for the Court Capital Construction Program and its constituent projects. Such action will address a number of the issues raised by Pegasus-Global relative to the uniformity, transparency and accountability during this audit.	Complete	This recommendation focused on addressing weaknesses in the comprehensiveness of the JCC's policies, procedures and processes. Facilities Services developed comprehensive standard project procedures to address the issue raised by the Pegasus auditors. Examples of these procedures can be seen by reviewing the JPIC website.	Procedures Table of Contents https://www.jcc-cms.com/program-resources
14	V1-R-4.7-1 Establish a formal, comprehensive risk management program for the Court Capital Construction Program that extends through the Program to the project level.	Complete	This recommendation focused on addressing weaknesses in JCC's program and project risk management. Facilities Services drafted Procedure A-13 "Project Risk Management" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-13 and Program Management Manual Policy 16 "Program Risk Management".	Procedure A-13 PMM - Chapter 16

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15	V1-R-4.8-1 The Project Management Plan (PgMP) should be finalized, expanded and updated to reflect the following: <ul style="list-style-type: none"> o Expanded and consistent definitions across and throughout the Project Management Plan (PgMP) with regard to positions, functions, responsibilities, etc., based on the current operational parameters in effect (or to be developed) within the Program and projects. o Specific positions with roles and responsibilities should be defined along with a complete and comprehensive organizational chart that can be easily modified and be included as an Appendix to the Program Management Plan (PgMP) in replacement of an earlier organizational chart. o A specific listing with dates of original approval and any revisions should be included for all regulatory requirements, policies, procedures and processes currently in place and those regulatory requirements, policies, procedures and processes yet to be finalized, updated or developed in the future along with anticipated date of completion. 	Complete	This recommendation focused on addressing weaknesses in JCC's Program Management Plan. Facilities Services developed a Program Management Plan (PgMP) to address the issue raised by the Pegasus auditors. Section I.D "Scope Statement" and Section IV.C "Program Responsibility Matrix" of the PgMP provide definitions with regard to positions, functions and responsibilities. Section IV.B "JCC Program Management Organizational Chart" and Section IV.C "Program Responsibility Matrix" address roles and responsibilities of the Program participants. Examples of these changes can be seen by reviewing the Program Management Plan.	Program Management Plan (PgMP)
16	V1-R-4.8-2 Specific, measurable goals and objectives for the Program and the projects should be included in the PgMP.	Complete	This recommendation focused on addressing weaknesses in the Program Management Plan. Facilities Services has identified six success measures for the Program which include: Budget, Schedule, Scope, Quality, Team and Client Satisfaction. These success measures have been identified on JPIC and monitored for all projects in the program to address the issue raised by the Pegasus auditors. These six key success factors are also addressed on Pages 5 and 6 of the Program Management Plan.	Program Management Plan (PgMP), https://www.jcc-cms.com/
17	V1-R-4.8-3 Specific, measurable goals and objectives for each position identified within the PgMP should be included in the PgMP.	Not Accepted	This recommendation focused on addressing weaknesses in the Program Management Plan. Facilities Services respectfully disagrees that such weaknesses exist. Measures and goals of individuals are dictated by their classification and measured by performance evaluation. Existing job classifications already fully mitigate the risks and weaknesses raised in the audit findings.	PgMP (job classifications)
18	V1-R-4.8-4 The PgMP should define, formalize, and specify in greater detail the roles and functions of each of the Program sub-units, noting specific requirements, standards, and expectations for each Program sub- unit. The PgMP should contain statements of the relationship to, and interaction among, the various Program sub-units, which clearly delineate those functions which intersect and the required coordination with among the various Program sub-units.	Complete	This recommendation focused on addressing weaknesses in JCC's Program Management Plan. Facilities Services implemented a Program Management Plan to address the issue raised by the Pegasus auditors. Section 4 of the Program Management Plan outlines the roles and functions of Facilities Services as they relate to the Capital Outlay projects. These items can be seen by reviewing the Program Management Plan, Section 4 in JPIC.	PgMP
19	V1-R-4.8-5 The PgMP should provide each functional position with direction to those policies, procedures and processes applicable and necessary to the achievement of that position's functions and responsibilities.	Complete	This recommendation focused on addressing weaknesses in JCC's Program Management Plan. Facilities Services implemented Procedure A-10 "Roles & Responsibilities of Program Team" and included a Program Responsibility Matrix to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-10 and the Program Responsibility Matrix on JPIC.	PgMP Procedure A-10
20	V1-R-4.8-6 The PgMP should identify each of the functional systems in place and use to manage the Program and projects, in particular the following: <ul style="list-style-type: none"> o Document Control System; o General Program Procedures; o General Program Structure (i.e., relationship of OCCM to the Judicial Council and CFWG, AOC, regional offices, etc.); o Cost and Budget Control System; o Schedule Control System; o Design Phase Procedures; o Construction Phase Procedures; o Furnishings, Fixtures and Equipment ("FF&E") Procedures; o Scope Control System; o Quality Control System; o Claims and Dispute Procedures; o Procurement Control System; and o Contracting Control System. 	Complete	This recommendation focused on addressing weaknesses in JCC's Program Management Plan. Facilities Services drafted a Program Management Plan (PgMP) to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Program Management Plan and Program Management Manual on JPIC (for example references, Document Control Systems can be found in Section III.D.6; General Program Procedures can be found in Section III.C, General Program Structure can be found in Section IV.A, etc.)	PgMP
21	V1-R-4.8-7 A review of the PgMP should be undertaken to determine what gaps and/or inconsistencies exist among the issued and draft policies and procedures against the final approved PgMP.	Complete	This recommendation focused on addressing weaknesses in JCC's Program Management Plan. Facilities Services drafted a Program Management Plan and Program Management Manual to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Program Management Plan and Program Management Manual on JPIC.	PgMP PMM - updated June 2018
22	V1-R-4.10-1 Policy 3.40 Court Delivery Method and Contractor Selection should be formally retired as the acceptable delivery methods have been expanded by Policy 333.00.	Complete	This recommendation focused on addressing weaknesses in Memorandum Policy 3.40. Facilities Services has verified that Policy 3.40 was never approved, thus it is not necessary to formally retire the policy.	

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23	V1-R-4.10-2 Policy 333.00, Construction Delivery Methods, should be expanded to provide the factors to be considered and the process by which the delivery method will be selected for each project. Policy 333.0 should include specific delegations of authority (by position) for each decision to be made and each action to be required in the process. Without that information Policy 333.00 serves no function other than to define the various delivery methodologies.	Complete	This recommendation focused on addressing weaknesses in the Construction Delivery Methods. Facilities Services has drafted Procedure A-23 "Choosing the Project Delivery Method" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-23 in JPIC.	Procedure A-23
24	V1-R-4.11-1 Of the two separate sources of contracting policies and procedures the Judicial Council Contracting Manual is by far the more comprehensive and complete, and generally meets the industry Standard of Care. However, given the wording of some of the provisions contained within the Judicial Branch Contracting Manual it may not be applicable to certain elements of the Court Capital Construction Program. If the Judicial Branch Contracting Manual is not applicable to the Court Capital Construction Program, at a minimum the AOC Court Facilities Contracting Policies and Procedures should be updated, aligned, and coordinated with the Judicial Council Contracting Manual.	Complete	This recommendation focused on addressing avoiding conflicts in the two separate sources of contracting policies and procedures. Facilities Services contracting policies and procedures are governed by the Judicial Branch Contracting Manual. JCC has developed project procedures using JCC Contracting Manual to guide Project Managers on how to implement the requirements outlined in the manual. The contracting manual is provided on JPIC - Program Resources under Standards and Guides. Procedures A-15, A-16 and A-23 were developed to further address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing these procedure on JPIC.	Procedure A-15 Procedure A-16 Procedure A-23 JCC Contract Administration Procedure dated April 10, 2017
25	V1-R-4.12-1 The Project Definition Report should have a section devoted to the establishment, management, and control of project scope. This is a critical element of any project and as such should involve all of the stakeholders identified within the Project Definition Report. Specific attention should be paid to the following scope elements: o Setting the scope of the project, including goals, objectives, size, budget, schedule, etc. o Communicating the project scope to Program Management and all stakeholders identified within the Project Definition Report. o Identifying the roles and responsibilities that each stakeholder identified within the Project Definition Report assume relative to managing and controlling project scope. o Defining "scope change" within the Project Definition Report and the role that each of the stakeholders assume relative to monitoring, reviewing and acting relative to proposed scope changes. o Identifying those processes by which the Program Manager and other stakeholders will manage and control scope.	Complete	This recommendation focused on addressing weaknesses in the JCC Project Definition Report related to project scope. The management of project scope is addressed in the Program Management Manual, Paragraph 6.3.2 "Program Funding". Additionally, Facilities Services has addressed this issue in Procedure A-9 "Project Management Plan", Section 1.C "Scope Management". Both of these documents can be viewed in JPIC under the Program Resources tab.	Procedure A-9
26	V1-R-4.12-2 Reference those program level policies, procedures and processes which govern the tasks enumerated within various sections of the Project Definition Report. By citing the program level policies, procedures and processes the volume of the Project Definition Report would increase only slightly, but critical information would be included in the Project Definition Report which would lay the foundation and provide a control source for many of the activities identified in the Project Definition Report.	Not Accepted	This recommendation focused on addressing weaknesses in the Project Definition Report. Facilities Services respectfully disagrees that such weaknesses exist. Program policies and procedures are readily accessible on JPIC and already fully mitigate the risks and weaknesses raised in the audit finding. Incorporation of this request would burden project teams with administrative effort to cross reference. Such references will detract from the focus on project's goals and objectives.	
27	V1-R-4.12-3 Ensure that the contents of the Project Definition Report are consistent with the policies, procedures and processes which exist at the program level. This includes consistency of content, terminology, direction and limitations.	Complete	This recommendation focused on addressing weaknesses in the Project Definition Report. Facilities Services has drafted Procedure A-9 "Project Management Plan" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-9 on JPIC.	Procedure A-9
28	V1-R-4.12-4 Identify the party (or parties) with the delegated authority to make decisions and be accountable for those decisions. This would include identification of any limitations on that decision making authority.	Complete	This recommendation focused on addressing weaknesses in the Project Definition Report. Facilities Services developed Procedure A-10 "Roles & Responsibilities of Program Team" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-10 on JPIC.	Procedure A-10
29	V1-R-4.12-5 Adding of a table that includes a summary of the responsibility and authority given to each Project Management Team, identification of the individuals within the Project Team(s) which are accountable for the decisions and actions of the Project Team(s) and citations to the program level policies, procedures and processes which guide the execution of each project team's scope of work and authority.	Complete	This recommendation focused on addressing weaknesses in the Project Definition Report. Facilities Services drafted Procedure A-11 "Roles & Responsibilities of Project Team" and included a "Project Team Responsibility Matrix" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-11 and the responsibility matrix on JPIC.	Procedure A-11
30	V1-R-4.13-1 This appears to be a situation that, while everyone understands the importance the Project Feasibility procedure and process, here-to-for has not developed, codified or distributed a formal policy, procedure or process covering that requirement. This policy, procedure and process should be completed by OCCM.	Obsolete	This recommendation focused on addressing weaknesses in the JCC Feasibility Report. Facilities Services believes the recommendation is no longer relevant because the JCC Capital Outlay Program has been established and funded using the existing Master Plan. A new Project Feasibility procedure is being developed as part of the courthouse reassessment and prioritization effort.	

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31	V1-R-4.17-1 As the State Administrative Manual (SAM) is a document created by the DGS outside of the AOC, Pegasus-Global does not provide recommendations to the specific procedures within the SAM. Pegasus- Global does recommend the role of the SAM as it is used by the OCCM be clearly established either by an over-arching policy statement, if possible, or by use of specific reference within the individual procedures that correlate to SAM policies, such as the COBCP examined above.	Complete	This recommendation focused on addressing weaknesses in identifying the role of the State Administrative Manual. Facilities Services drafted Procedure A-4 "Project Planning: COBCP" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-4 and the associated document "A-04 SAM 6818 Capital Outlay Budget Change Proposals (COBCP)" on JPIC.	Procedure A-4
32	V1-R-4.18-1 To make the courthouse naming policy uniform, it should be either incorporated to an existing procedure or provided a procedure number system that would establish where it fits in the overall Program.	Complete	This recommendation focused on addressing weaknesses in the Courthouse Naming Policy. Facilities Services incorporated the recommendations into Chapter 24 of the JCC Capital Program Management Manual which was approved by the Judicial Council in April 2014 to address the issue raised by the Pegasus auditors.	Chapter 24 of JCC Capital Program Management Manual, April 9, 2014
33	V1-R-4.18-2 Expand the application of the courthouse naming policy to explain when it would be used on an existing courthouse and indicate the timing of using it on a new courthouse facility.	Complete	This recommendation focused on addressing weaknesses in the Courthouse Naming Policy. Facilities Services incorporated the recommendations into Chapter 24 of the JCC Capital Program Management Manual which was approved by the Judicial Council in April 2014 to address the issue raised by the Pegasus auditors.	PMM Chapter 24
34	V1-R-4.19-1 The prioritization methodology should be expanded to more clearly identify who is accountable for and who is delegated the authority to perform the scoring and evaluate, and update the prioritization methodology.	Complete	This recommendation focused on addressing weaknesses in the Prioritization Methodology for Capital-Outlay projects. Facilities Services drafted Procedure A-02 "Prioritization of Capital Projects" to address the issue raised by the Pegasus auditors. A new prioritization method for future courthouse construction will be determined in the new Courthouse Facilities Master Plan, making this recommendation no longer relevant. Examples of these changes can be seen by reviewing Procedure A-02 in JPIC. Facilities Services has elected to address the underlying issue noted by the Pegasus auditors by posting Procedure A-2 on JPIC.	Procedure A-02
35	V1-R-4.19-2 The Review of Capital Project (RCP) ratings, which are the foundation for the scoring and evaluation are explained fairly well, including examples of the RCP forms used, however it is unclear who has the delegated authority to perform the RCP ratings and when they are to be updated. It would be beneficial to establish a formal policy for assigning the RCP ratings to be performed at a set interval by a specific team.	Complete	This recommendation focused on addressing weaknesses in the Prioritization Methodology for Capital-Outlay projects. Facilities Services drafted Procedure A-02 "Prioritization of Capital Projects" to address the issue raised by the Pegasus auditors. A new prioritization method for future courthouse construction will be determined in the new Courthouse Facilities Master Plan, making this recommendation no longer relevant. Examples of these changes can be seen by reviewing Procedure A-02 in JPIC. Facilities Services has elected to address the underlying issue noted by the Pegasus auditors by posting Procedure A-2 on JPIC.	Procedure A-02
36	V1-R-4.20-1 The prioritization methodology should be updated to reflect that SB 1407 indicates funds are applied to both Immediate Need and Critical Need Priority Group projects (i.e., previously Immediate Need had priority over Critical Need).	Complete	This recommendation focused on addressing weaknesses in JCC's project prioritization methodology. Facility Services revised the language in section V "Funding Process" of the prioritization methodology in Chapter 25 of the Program Management Manual to address the issue raised by the Pegasus auditors.	Chapter 25 of JCC Capital Program Management Manual, April 9, 2014
37	V1-R-4.20-2 SB 1407 emphasized economic opportunity, as such Pegasus-Global recommends the prioritization methodology be updated to give preference to projects with one or more economic opportunities, and only if assured that the economic opportunity is viable and can be realized.	Obsolete	This recommendation focused on addressing weaknesses in JCC's project prioritization methodology. The 2008 Courthouse Prioritization Methodology has been superseded by SB47. This requires JCC to develop a new court prioritization plan by December 2019.	
38	V1-R-4.20-3 The Judicial Council may wish to consider delegating authority to the Administrative Director on when to submit projects from the list of 41 to the executive branch for funding approval, based on the updated methodology and the availability of project funding.	Complete	The Judicial Council did delegate approval of which SB 1407 projects were submitted for funding.	
39	V1-R-4.20-4 The Administrative Director should report to the Judicial Council annually at a minimum, and other times as deemed necessary as to whether or not the Prioritization Methodology reflects the current program objectives and goals as set by the Judicial Council.	Complete	This recommendation focused on reporting frequency for prioritization methodology for current program objectives. It is the Court Facilities Advisory Committee (CFAC) and not the Administrative Director who meets as required to oversee the prioritization of capital projects to make sure they are consistent with the program objectives and goals set by the Judicial Council. CFAC reports to the Judicial Council as required.	
40	V1-R-5.1.1-1 Controversial sites and the process by which the controversy can be remedied and who has the ultimate authority to resolve and act to select a site when such controversies arise.	Complete	This recommendation focused on addressing weaknesses in JCC's Site Selection and Acquisition Policy. Facilities Services implemented Procedure A-17 "Site Acquisition" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-17 on JPIC.	Procedure A-17

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41	V1-R-5.1.1-2 How impacts to budget and schedule which occur during the site selection and acquisition are managed, especially relative to the project budget and schedule. For example, Pegasus-Global was informed of one site selection and acquisition which took six years from start to final acquisition (which coincidentally involve a controversial site selection). Such a delay had to have an impact on the project budget and schedule, and, ultimately may have impacted the program budget and schedule, which in turn may have impacted the ability of the program to meet some of the goals and objectives set for the Program.	Complete	This recommendation focused on addressing weaknesses in JCC's Site Selection and Acquisition Policy. Facilities Services implemented Procedures A-6 "Establishing the Project Budget" and A-7 "Establishing the Project Schedule" to address the issue raised by the Pegasus auditors. The procedures identify the Project Manager as being responsible to update the budget and schedules including the site selection and acquisition phase. Examples of these changes can be seen by reviewing Procedures A-6 and A-7 on JPIC.	Procedure A-06 Procedure A-07
42	V1-R-5.1.2-1 In order for the relocation policy to address delegated authority and accountability, the positions within the AOC that are responsible for its implementation, including who engages the relocation consultant, who reviews and approves claims for payment, and who manages and disburses any relocation payments need to be identified. Additionally, elaborating on the "relocation case file" will provide for stronger document control on this policy.	In Process	This recommendation focused on addressing weaknesses in JCC's procedure for relocation payments. Facilities Services is in the process of updating the Rules and Regulations for Relocation Payments and Assistance as recommended in the Pegasus audit. The revised policy will be completed in January 2019.	
43	V1-R-5.2.1-1 OCCM should identify by positions the party with the formally delegated authority to calculate the gross area of a building, to make decisions, and the responsibility to execute the calculations in alignment with the BOMA process and at the scheduled points in the project phases.	Complete	This recommendation focused on addressing weaknesses in JCC's procedure for calculation of building area, namely not identifying who is responsible for performing the work and who is responsible within the JCC to ensure that the procedure is being followed. The responsibility for performing the work is identified in the architects contract, however the procedure did not identify who within the JCC is responsible for ensuring compliance with the procedures. Procedure A-25 "Building Area Calculations" was drafted to address the issues identified by the Pegasus auditors.	A/E Contract Sample Procedure A-25
44	V1-R-5.2.2-1 Officially adopt the 2011 version of the California Trial Court Facilities Standard (Standards) to replace the prior 2006 version to eliminate any possible confusion in regards to which document is to be used.	Not Accepted	This recommendation focused on adopting 2011 California Trial Court Facilities Standards. Facilities Services respectfully disagrees with the recommendation as the Chair of the Court Facility Advisory Committee (CFAC) who oversees the courthouse construction program directed staff to not move the 2011 version of the California Trial Courts Facilities Standards forward for the CFAC's and Judicial Council's approval. This leaves the 2006 standards as the default standard for the design and construction of court facilities.	
45	V1-R-5.2.2-2 Include with the Standards other codes, standards, and guidelines as attachments, specifically those designed by or for the AOC, for example, the "Office of Court Construction and Management Facilities Design Guidelines - Instrumentation and Control for Heating, Ventilating Air Conditioning Systems - Building Automation Systems: Direct Digital Control, July 27, 2010 Program Requirements Overview" could easily be an attachment to this document.	Complete	This recommendation focused on addressing weaknesses in compiling applicable codes and guidelines with the California Trial Court Facilities Standards. Facilities Services developed and implemented the collaborative, on-line, SharePoint portal (JPIC) to provide and store standards and guidelines to address the issue raised by the Pegasus auditors. Specific standards such as the Courtroom Templates are loaded into JPIC's program resource library. Other standards referenced by Pegasus such as building codes will not be loaded into JPIC but are located in Facilities Services offices in San Francisco and Sacramento. Still other standards such as the one referenced in V1-R-5.2.2-2 are no longer in use.	https://www.jcc-cms.com/program-resources
46	V1-R-5.2.2-3 Integrate the Standards with other project policies and procedures. For example: o The Judicial Council issued a report which included "Guidelines for Energy Conservation in California Court Facilities" 148, which addresses energy usage and should be aligned with the requirements in the California Trial Court Facilities Standards to ensure the energy conservation goal from both documents does not result in a conflict or additional and unnecessary work. o The Capital Outlay Budget Change Proposal (April 27, 2011 - Initial Draft) is said to describe the project and the amount of the funding request. This could include designating whether the project is going to be LEED® Certified™ or LEED Silver®.	Complete	This recommendation focused on addressing weaknesses in compiling applicable codes and procedures with the California Trial Court Facilities Standards. Facilities Services developed and implemented the collaborative, on-line, SharePoint portal (JPIC) to provide and store standards, policy, and procedures to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the program resources stored on JPIC.	https://www.jcc-cms.com/program-resources
47	V1-R-5.2.3-1 Expand, enhance and complete the Design Plan Check Process. Policy 1301.30 as currently outlined and drafted to finalize and formalize the procedures and processes, including specific delegation of authority to decide to outsource the plan check, choose the firm to whom the plan check will be outsourced, give direction to the outsource firm as to how the plan check is to be executed, and ultimately accept or reject the results of the plan check.	Complete	This recommendation focused on addressing weaknesses in JCC's Design Plan Check Process. Facilities Services drafted and implemented Procedure B-04 "Design Review Process" with an expanded Design Review matrix to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure B-04 on JPIC.	Procedure B-04 with Design Review Matrix
48	V1-R-5.3.1-1 Policy 4.15, Selection, Procurement and Installation of Furniture (FFE) , should be finalized and issued as a formal policy.	Complete	This recommendation focused on addressing weaknesses in JCC's Selection, Procurement and Installation of Furniture Policy. Facilities Services implemented Procedure C-04 "Furniture Procurement" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure C-04 on JPIC.	Procedure C-04

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49	V1-R-5.3.1-2 As with all policies reviewed by Pegasus-Global, there should be a definition of terms used within the FFE policy.	Complete	This recommendation focused on addressing weaknesses in JCC's Selection, Procurement and Installation of Furniture Policy. Facilities Services implemented Procedure C-04 "Furniture Procurement" and included a section labeled "Definitions" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure C-04 on JPIC.	Procedure C-04
50	V1-R-5.3.1-3 OCCM may want to examine the 2007 Judicial Contracting Policy and the 2011 Judicial Council Contracting Manual to ascertain what, if any differences there are between those two documents, and if there are such differences, how best to address those differences.	Complete	This recommendation focused on reviewing 2007 and 2011 Judicial Contracting Policy and Manual. OCCM, Facilities Services has adopted the latest version of the Judicial Council Contracting Manual which is posted on JPIC.	Judicial Branch Contracting Manual 2017
51	V1-R-5.3.1-4 While it is possible that the two matrices cited in the FFE findings exist, as cited components of the policy the document control system should maintain all of those documents in a common Policy 4.15 common electronic folder and/or physical location.	Complete	This recommendation focused on addressing weaknesses in Selection, Procurement and Installation of Furniture. Facilities Services drafted Procedure C-4 "Furniture Procurement" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure on JPIC.	Procedure C-04
52	V1-R-5.4.1-1 Policy 4.10 Construction Management should be updated, expanded and issued as a formal statement of policy, with specific procedures and processes contained within the policy or cross referenced with to other relevant policies.	Complete	This recommendation focused on addressing weaknesses in the roles of the Construction Manager and Project Manager duties. Facilities Services drafted Procedure A-22 "Role of CMA and JCC PM on Utilizing CMA Support" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure on JPIC.	Procedure A-22
53	V1-R-5.4.1-2 A definitive process should be set for the CM relative to their role in the resolution of claims to ensure uniformity in the process and then to provide a point of contact for resolution should the CM not be successful. It should align with the chain of command defined in the Program Management Manual which would typically follow a step process through a specific line of communication through the Project Manager, and then at a higher authority should the Project Manager not be able to resolve. In addition, there is typically a dollar level of authority for change order and resolution of claims with increased authority required for increased claim amounts. Further a dispute resolution process is typically tied to the Change Order policy.	Complete	This recommendation focused on addressing weaknesses in the roles of the Construction Manager during resolution of claims. Facilities Services implemented Procedure D-19 "Disputes" to be used in conjunction with PMM Chapter 18 to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure on JPIC.	Procedure D-19
54	V1-R-5.4.1-3 The updated Construction Management (CM) policy should be based on lessons learned during the execution of the initial Court Capital Construction projects.	Complete	This recommendation focused on addressing weaknesses in the roles of the Construction Manager and incorporating lessons learned. Facilities Services drafted Procedure A-22 "Role of CMA and JCC PM on Utilizing CMA Support" and has developed a Knowledge Sharing Module (lessons learned) on JPIC to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure and Knowledge Sharing Module on JPIC.	Procedure A-22 https://www.jcc-cms.com/KnowledgeSharing/
55	V1-R-5.4.1-4 The updated CM policy should contain a clear delegation of authorities and responsibilities with specific limits set on the CM's approval and acceptance authorities. The authorities and responsibilities should not duplicate nor impinge on the authorities or responsibilities of the Project Manager or Program Management.	Complete	This recommendation focused on addressing weaknesses in the roles of the Construction Manager and Project Manager duties. Facilities Services drafted Procedure A-22 "Role of CMA and JCC PM on Utilizing CMA Support" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure on JPIC.	Procedure A-22
56	V1-R-5.4.2-1 As noted previously in this audit and immediately above, the policies and procedures for management of construction are confusing, and based on Pegasus-Global's experience do not conform within the industry standards from a number of perspectives, which have been discussed at length within the body of this Report. The OCCM needs to re-consider all of its current policies and procedures regarding the CM, the "CM@Risk" and the actual roles and responsibilities necessary to manage, control, and execute a project through design and construction to completion.	Complete	This recommendation focused on addressing weaknesses in the CM at Risk (CMR) Process. Facilities Services has reviewed all of the applicable policies and procedures. Procedures A-10, A-11, and C-02 now clearly state the rolls and responsibilities of a the various parties involved in the design and construction of courthouses.	Procedure A-10 Procedure A-11 Procedure C-02
57	V1-R-5.4.2-2 Once OCCM has determined the full role of a CM@Risk (or has decided to drop the CM@Risk delivery method), a set of consolidated, coordinated policies and procedures needs to be developed which when linked will lay out the entire construction management process, from determination of construction management methodology to be adopted, through engagement of the CM (or CM@Risk), to actual construction management, and ultimately, to project close out and acceptance.	Complete	This recommendation focused on addressing weaknesses in the CMR Process. Facilities Services developed and implemented the collaborative, on-line, SharePoint portal (JPIC) to provide and store standards and guidelines to address the issue raised by the Pegasus auditors. Additionally, the project procedures loaded into JPIC address the roles of the CMR contractor and the Judicial Council staff/consultants managing a project. Examples of these procedures include: Procedures, A-11, C-1, C-2, C-3. These Changes can be seen by reviewing the program resources stored on JPIC.	CMA Contract CMR Contract Procedures Table of Contents Procedure D-01

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58	V1-R-5.4.3-1 OCCM should develop a comprehensive, formal quality management program consisting of linked and mutually supportive policies, procedures and processes for both the Program and project level which addresses both quality control and quality assurance as practiced within the industry at large. PMI, CMAA and AIA have all addressed quality management at some length and Pegasus-Global suggests that OCCM reference to those three standards as a guide while expanding and completing a quality management plan for the Program at- large and the individual projects.	Complete	This recommendation focused on addressing weaknesses in the Quality Management Program. Facilities Services implemented Procedure A-14 "Quality Management Plan" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-14 on JPIC.	Procedure A-14
59	V1-R-5.4.4-1 Complete Policy 1106.00, Facility Performance Evaluation, as currently outlined and drafted to finalize and formalize the procedures and processes. Pegasus- Global also recommends that OCCM examine the lessons learned Standard of Cares promulgated by PMI and CMAA as a check guide of standard industry practices while completing Policy 1106.00.	Complete	This recommendation focused on addressing weaknesses in the Facility Performance Evaluation Program. Facilities Services combined the Facility Performance and Post Occupancy Evaluations into one Procedure E-15 "Facility Performance (Post Occupancy) Evaluation Program" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure E-15 on JPIC.	Procedure E-15
60	V1-R-5.4.5-1 Complete and expand Policy 1106.10, Post Occupancy Evaluation, as currently outlined and drafted to finalize and formally adopt the procedures and processes summarized in the policy. Pegasus-Global also recommends that OCCM examine the lessons learned Standard of Cares promulgated by PMI and CMAA as a check guide of standard industry practices while completing Policy 1106.10.	Complete	This recommendation focused on addressing weaknesses in the Post Occupancy Evaluation. Facilities Services combined the Facility Performance and Post Occupancy Evaluations into one Procedure E-15 "Facility Performance (Post Occupancy) Evaluation Program" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure E-15 on JPIC.	Procedure E-15
61	V1-R-5.4.6-1 Expand, enhance and complete Policy 1302.10, Informal Inspection Process, as currently outlined and drafted to finalize and formalize the procedures and processes, including specific direction as to how the plan check is to be executed, when it is to be executed, by whom it will be executed, etc.	Complete	This recommendation focused on addressing weaknesses in the Informal Inspection Process. Facilities Services implemented Procedure D-16 "Quality Assurance" and D-17 "Inspection and Testing" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure D-16 and D-17 on JPIC.	Procedure D-16 Procedure D-17
62	V1-R-5.4.7-1 Expand, enhance and complete Policy 1301.20, Inspection Request Process, as currently outlined and drafted to finalize and formalize the procedures and processes, including specific direction as to how the inspections are to be executed, when they are to be executed, and by whom it will be executed.	Complete	This recommendation focused on addressing weaknesses in the Inspection Request Process. Facilities Services implemented Procedure D-16 "Quality Assurance" and D-17 "Inspection and Testing" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure D-16 and D-17 on JPIC.	Procedure D-16 Procedure D-17
63	V1-R-5.4.8-1 Rather than simply completing each of the policies which have been potentially identified by Pegasus- Global as elements of a broader quality management program as individual pieces, Pegasus-Global recommends that OCCM consider merging Policies 341.00, 1106.00, 1106.10, 1301.30, 1301.10, 1302.20 and 1302.30 into a more complete and comprehensive quality management program under which each of those discrete policies could be expanded and, to some extent, merged into a full quality control/quality assurance program.	Complete	This recommendation focused on addressing weaknesses in the Quality Management Program. Facilities Services implemented Procedure A-14 "Quality Management Plan" which provides guidance to PM's for managing quality on all capital outlay projects to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-14 on JPIC.	Procedure A-14
64	V1-R-5.4.9-1 Although Policy 4.20, Change Order Process, is in many respects an acceptable administrative process it does not meet the industry Standard of Care regarding management or control of change on a project. For that reason Pegasus-Global recommends that Policy 4.20 be expanded with the full input of the primary stakeholders (Judicial Council, AOC, and OCCM) during the development, formalization and adoption of a change control and a management program. As noted earlier, both PMI and CMAA have addressed change management and control at some length, setting forth the elements of what constitutes a change management and control system which meets the expected Standard of Care.	Complete	This recommendation focused on addressing weaknesses in the Change Order Process. Facilities Services implemented Procedure D-13 "Proposed Change Orders / Change Orders" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Section 8 of the Program Management Manual and Procedure D-13 on JPIC.	Procedure D-13 PMM Section 8
65	V1-R-5.4.10-1 Pegasus-Global has no recommendations relative to this specific Risk Assessment Template.	Complete	This recommendation focused on addressing weaknesses in Risk Assessment. No actions were required in the recommendation raised by the Pegasus auditors.	
66	V1-R-5.4.11-1 The only recommendation is that the format used for all policies, procedures and processes across all topical or issues areas should be uniform across the entire Program. Although Pegasus-Global had no issues with the format used for the Project Safety Manual and found that the contents included what Pegasus-Global would expect in a program policy and procedure manual, and further found that the format used had a logical flow and was easy to navigate, it is up to the Judicial Council and AOC to determine the format and template to be applied to all policies, procedures and processes.	Complete	This recommendation focused on addressing uniformity in format for all policies, procedures and processes. Facilities Services developed and implemented the collaborative SharePoint based portal (JPIC), providing consistent format, standards and procedures, and electronic document control system to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the JPIC site.	https://www.jcc-cms.com/program-resources

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67	V1-R-5.4.12-1 Pegasus-Global recommends that OCCM prepare a short introductory document which describes the reason an OCIP was put into effect; the benefits expected from establishing an OCIP; the process by which OCCM (or AOC) solicited for and OCIP agent; in broad terms the responsibilities assigned to each of the OCIP parties (including the Judicial Council, AOC, OCCM, PM's, Willis, etc.); and, finally the date the OCIP was adopted. This recommendation is made as a way of expanding the transparency of the decision and the process followed in developing, adopting and installing the OCIP.	Complete	This recommendation focused on addressing weaknesses in Risk Assessment. No actions were required in the recommendation raised by the Pegasus auditors.	Procedure A-26
68	V1-R-5.5.2-1 This appears to be a situation where everyone understands the critical importance of the Capital Outlay Budget Change procedure and process, but here-to-for has not developed, codified or distributed a formal policy, procedure or process covering that requirement. Given the critical importance of requesting a change in budget it is imperative that this policy, procedure and process be completed as quickly as possible.	Complete	This recommendation focused on addressing uniformity in format for all policies, procedures and processes. Facilities Services developed and implemented the collaborative SharePoint based portal (JPIC), providing consistent format, standards and procedures, and electronic document control system to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the JPIC site.	Procedure D-13
69	V1-R-5.5.3-1 As a process the Augmentation and 20 Day Letter Request directive should be included in the formal policies, procedures and processes which address augmentation and scope change decisions and actions taken by the OCCM under the SAM requirements.	Complete	This recommendation focused on addressing weaknesses in the OCCM Approval Process for Augmentations and 20-Day Letter Requests. Facilities Services implemented Procedure A-21 "20-Day Letter Process" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-21 on JPIC.	Procedure A-21
70	V1-R-5.5.4-1 The Standard of Care (SOC) for reporting Program and project progress are easily available within various published industry sources and easily customized to the needs of a mega program like the Court Capital Construction Program. Pegasus-Global recommends that OCCM identify a suitable set of Monthly Progress Report (MPR) standards and templates, and then customize those templates so as to meet both the Project Management and Program Management needs.	Complete	This recommendation focused on addressing weaknesses in Program and Project Reporting. Facilities Services implemented Procedure D-11 "Project Status Report" and implemented a monthly/quarterly report utilizing JPIC, approved and accepted by the Department of Finance, to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the quarterly reports for individual projects on the JPIC site.	Procedure D-11 Project Status / Monthly / Quarterly Report (sample)
71	V1-R-5.5.4-2 The MPR templates for the projects and the Program should be presented as part of a full, detailed statement of policies, procedures and processes so that there is a full understanding of not only how to fill in the blanks in a specific project MPR, but also how to use that report to forecast conditions at completion, how to anticipate problems before they fully manifest and how to develop specific mitigation actions in response to those potential problems.	Complete	This recommendation focused on addressing weaknesses in Program and Project Reporting. Facilities Services implemented Procedure D-11 "Project Status Report" and implemented a monthly/quarterly report utilizing JPIC, approved and accepted by the Department of Finance, to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the quarterly reports for individual projects on the JPIC site.	Procedure D-11 Project Status / Monthly / Quarterly Report (sample)
72	V1-R-5.5.4-3 While the MPR is founded on reporting data from the past (the month just past) an MPR's greatest value is as a predictor of the future; simply reporting historical events has little real time anticipatory management or control value to project or Program Management.	Complete	This recommendation focused on addressing weaknesses in Program and Project Reporting. Facilities Services drafted Procedure D-11 "Project Status Report" and implemented a monthly/quarterly report utilizing JPIC, approved and accepted by the Department of Finance, to address the issue raised by the Pegasus auditors. The reports compare actual project costs to originally budgeted and current budgeted amounts. Examples of these changes can be seen by reviewing the quarterly reports for individual projects on the JPIC site.	Procedure D-11 Project Status / Monthly / Quarterly Report (sample)
73	V1-R-5.5.4-4 Because it is simply a template for reporting data from a specific project it has limited value to the Owner or Program Management as they attempt to make mid-Program decisions in an effort to preserve the goals and objectives of the entire Program. For that reason, the Monthly Project Report and the resulting Monthly Program Report should be aligned so that critical data can be efficiently and effectively "rolled up" to the program level from the project level. There must be a transparent link between the Monthly Project Reports and the Monthly Program Reports so that the Owner and management at all levels can clearly identify negative trends and events and react in time to mitigate those trends and events. To that end a consolidated Progress Reporting Policy, Procedure and Process Manual should be developed.	Complete	This recommendation focused on addressing weaknesses in Program and Project Reporting. Facilities Services drafted Procedure D-11 "Project Status Report" and implemented a monthly/quarterly report utilizing JPIC, approved and accepted by the Department of Finance, to address the issue raised by the Pegasus auditors. JPIC establishes information updates and reporting protocols that standardizes reporting for all projects and summarized the project level info to program summary. Examples of these changes can be seen by reviewing the quarterly reports for individual projects on the JPIC site. The JPIC site rolls up the project information for all success measures and displays them on the Program Summary tab as a graphic. These rolled up summaries allow the user to "drill down" into the details which were obtained from each individual project.	Procedure D-11 Project Status / Monthly / Quarterly Report (sample)
74	V1-R-5.5.5-1 The Project Description Template should be reviewed in conjunction with other policies which at least in part seem to be duplicative of the procedure. If possible those duplications should be deleted in order to reduce such duplication of effort by OCCM staff.	Complete	This recommendation focused on addressing weaknesses in Project Description. Facilities Services implemented JPIC which has defined Project Information section requiring specific information for Project Description to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Project Information & Project Description section on JPIC.	Screen shot of JPIC Project Info and Project Description section for a project
75	V1-R-5.5.5-2 The Project Description Template should be revised and expanded to include information which will improve the uniformity and transparency of the procedure.	Complete	This recommendation focused on addressing weaknesses in Project Description. Facilities Services implemented JPIC which has defined Project Information section requiring specific information for Project Description to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Project Information & Project Description section on JPIC.	Screen shot of JPIC Project Info and Project Description section for a project

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76	V1-R-5.6-1 The Facilities Management (FM) policies would benefit from a Definitional Section following the Goal, Scope and Purpose Section which would define the various terms applicable and used within the specific policy. This would also include the various units that are discussed in the Scope Section that would be informed by the policy, would be guided by the policy or would be directed by the policy.	In Process	This recommendation focused on addressing weaknesses in policies for modifications to existing facilities. Facilities Maintenance policies have been updated to include the Definitional Section as recommended by the audit and have been submitted to the Director of Facility Services for approval.	
77	V1-R-5.6-2 An overall recommendation of the FM policies in development completion is the need for specific identification of positions within the various steps outlined in the policies that is accountable for assuring the overall policy and the various steps are actually undertaken and performed in accordance with the steps outlined in the policy.	Complete	This recommendation focused on addressing weaknesses in policies for modifications to existing facilities. Facilities Services merged Facilities Maintenance and Capital Outlay Project Management resources, and positions are accounted for in a combined staffing plan to address the issue raised by the Pegasus auditors. The Human Resources Plan addresses the staffing needs for staff being assigned to FM projects. Additionally, Policies and Procedures compliance is outlined in PMM and PMP and examples of these changes can be seen by reviewing the PMM and PMP on JPIC.	Human Resources Plan
78	V1-R-5.6-3 Pegasus-Global recommends that the FM policies be finalized and adopted for use on the Program which will provide a uniform and transparent set of policies that will provide the accountability of execution of each step within the FM process and within each policy of the FM process.	In Process	This recommendation focused on addressing weaknesses in policies for modifications to existing facilities. Facilities Maintenance policies were adopted by the Trial Court Facility Modification Advisory Committee in 2015. These policies are currently being revised as a normal part of the updating process.	
79	V2-R-4.1-1 Pegasus-Global recommends that OCCM utilize the core Project Management cadre, which has gained considerable experience with the intricacies of the Court Capital Construction Program, including lessons learned, as a valuable source for formalizing delegations of authority and establishing boundaries on autonomy for the Project Management position.	Complete	This recommendation focused on addressing weaknesses in policies for modifications to existing facilities. The Policies and Procedures written and published within JPIC and the Program Management Manual confirm the formalize the authority of Project Managers. A project manager's authority has been established based on lessons learned from past projects, the authority given to project managers within other state agencies and from industry standards.	JCC Audit Services Memo, December 11, 2015 ; PMM ; PMP
80	V2-R-4.1-2 Pegasus-Global recommends OCCM take advantage of that stable condition and the knowledge gained on projects to date to develop formalized delegations of authority for Project Management.	Complete	This recommendation focused on addressing weaknesses in Delegation of Authority. Facilities Services believes the recommendation is no longer relevant because the roles and responsibilities and delegation of authority for PM's are defined including the procedures they are to follow empowering the PM's. Nevertheless, Facilities Services has elected to address the underlying issue noted by the Pegasus auditors by posting the procedures and developing a Lessons Learned section to JPIC.	
81	V2-R-4.1-3 Starting with the Owner, Pegasus-Global recommends there be an unambiguous formalized definition of each stakeholder's role, authority and responsibility on every project with respect to project execution, from initial site selection through to project completion and commissioning and that this formalized definition be formally issued to both the stakeholders and Project Management.	Complete	This recommendation focused on addressing weaknesses in Delegation of Authority. Facilities Services implemented Procedure A-10 "Roles & Responsibilities of Program Team" and A-11 "Roles & Responsibilities of Project Team" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Procedures on JPIC.	Procedure A-10 Procedure A-11
82	V2-R-4.2-1 Develop and implement a standard document control system to be used for all projects. This document control system should be uniform in how individual project files are maintained. The uniformity will increase the efficiency and transparency for each individual who utilizes the project documents.	Complete	This recommendation focused on addressing weaknesses in the Document Control System. Facilities Services developed and implemented a collaborative on-line document control system (JPIC) using a SharePoint based portal to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the JPIC site.	List of Document Categories and Tags
83	V2-R-4.2-2 Clearly define what documents are to be produced for the project-side and the document control system side and who will produce them (and at what frequency) to provide accountability relative to each parties responsibilities for document control.	Complete	This recommendation focused on addressing weaknesses in the Document Control System. Facilities Services developed and implemented a collaborative on-line document control system (JPIC) where all documents are filled and controlled by the project team, led by the project manager to address the issue raised by the Pegasus auditors. Our project procedures define how often certain documents or data is required to be provided. For example, Procedure D-14 requires that the contingency report be updated and reviewed monthly.	List of Document Categories and Tags
84	V2-R-4.2-3 Some documents (e.g., meeting minutes, inspection reports) should be standardized (prepared in a required template) and filed in a standard, easily identified file within every project.	Complete	This recommendation focused on addressing weaknesses in the Document Control System. The format of meeting minutes, inspection reports, etc. are based on the CMR project management software being used on each project. The CMR is responsible to provide these documents and is allowed to use their standard management software (with approval by JC). Facilities Services has developed and implemented a collaborative on-line document control system (JPIC) containing a Program Resources tab which contains forms and templates (under sub-tab "Forms and Templates") to address the issue raised by the Pegasus auditors. Further construction phase modules require certain level of data reporting which will further ensure consistency. Procedure A-11 "Project Records Archiving and Transfer" describes where each document is to be filed. Examples of these changes can be seen by reviewing the JPIC site.	

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85	V2-R-4.3-1 The Judicial Council and CFWG may wish to consider development and adoption of a formal methodology to more quickly resolve site selection disputes and thus limit the amount of potential delay and the increased costs which flow from such prolonged disputes.	Complete	This recommendation focused on addressing weaknesses in the Site Selection and Acquisition Standards and Practices. Facilities Services believes the recommendation is no longer relevant because the sites for all remaining SB1407 projects are identified or owned by the JCC and there are no relocation issues. Nevertheless, Facilities Services has elected to address the underlying issue noted by the Pegasus auditors by implementing Procedure A-2 "Prioritization of Capital Projects" and A-17 "Site Acquisition".	Procedure A-02 Procedure A-17
86	V2-R-4.4.1-1 While Pegasus-Global found that design reviews are being conducted by Project Managers, Pegasus-Global recommends that based on lessons learned during the design review processes used to date a formal design review policy and procedure should be developed to improve the uniformity and transparency of that process.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure B-4 "Design Review Process" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure B-4 posted on JPIC.	Procedure B-04
87	V2-R-4.4.1-2 A formal design review procedure should set guidelines establishing the points in the design process when the reviews should be conducted and include a process for formally documenting the results of each design review and action taken as a result of that review.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure B-4 "Design Review Process" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure B-4 posted on JPIC.	Procedure B-04
88	V2-R-4.4.1-3 As part of the design review procedure the cost and schedule established for the execution of design should be routinely monitored to establish the exact status of each project during the design phases of a project. Pegasus-Global notes that the data relative to design cost and schedule could be used to establish normative design execution costs and schedule data from which abnormalities in those conditions on a given project can be immediately identified and addressed in order to mitigate cost or schedule impacts. The data should be used as part of an evaluation of the performance of an architect so that OCCM can identify those firms which consistently meet or exceed the expectations set for design and those firms who habitually fail to meet those expectations.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure B-8 "Budget and Cost Management During Design" and Procedure B-9 "Schedule Management During Design" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedures B-8 and B-9 on JPIC.	Procedure B-08 Procedure B-09
89	V2-R-4.4.1-4 A more formal and inclusive review process of the design QA/QC should be developed specifically intended to identify and communicate deviations from the facility design standards to the Project Manager for resolution.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure A-14 "Quality Management Plan" and D-16 "Construction Quality Assurance" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-14 and D-16 on JPIC.	Procedure A-14 Procedure D-16
90	V2-R-4.4.1-5 QA/QC reports should be formalized, in writing, and maintained in the project document files.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure A-14 "Quality Management Plan" and D-16 "Construction Quality Assurance" to address the issue raised by the Pegasus auditors. The last section (Documentation and Tracking) of Procedure D-16 identifies the documentation required, tracking methodology and filing requirements for the QA/QC documents.	Procedure A-14 Procedure D-16
91	V2-R-4.4.1-6 OCCM should formally establish each stakeholder's role and responsibility during the project planning, design review, comment and design approval elements of the facility design plans. Further, Pegasus-Global recommends that the Project Managers not be placed in a position in which they are responsible to impose design standards in a case where the PJs or individual judges resist the imposition of a design standard; that task should be left to Program Management, the CFWG or the Judicial Council.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure B-4 "Design Review Process" including a Design Review Matrix identifying roles and responsibilities for all stakeholders including the Court User to address the issue raised by the Pegasus auditors. The procedure identifies that the Project Manager will present any requested design deviations to the Director, Facilities Services to resolve the deviation with the requestor.	Procedure B-04
92	V2-R-4.4.1-7 All requests for deviation from the design standards should be accompanied by a written rationale for that deviation and an identification of the expected cost and schedule impacts resulting from that deviation. Deviations should be approved solely on the basis that project contingency is available to cover the cost of a deviation. Pegasus-Global recommends that all deviations requested should be rejected or approved by Program Management, the CFWG or the Judicial Council.	Complete	This recommendation focused on addressing weaknesses in the Design Standards Review and Approval Process. Facilities Services implemented Procedure B-4 "Design Review Process". Section D of this procedure identifies that requested design deviations are to be brought to the attention of the CCRS during review of the project scope/budget for approval.	Procedure B-04
93	V2-R-4.4.1-8 OCCM should consider adopting a policy to the effect that all project contingency belongs to the program and not to the individual projects. This is necessary to ensure that contingency is used only as absolutely necessary to overcome unforeseen or unforeseeable conditions and not simply to accommodate desired, but non-essential changes to a project. Program Management should set an objective which returns the maximum contingency set for a project to the program budget in order to address other program needs.	Not Accepted	This recommendation focused on addressing weaknesses in the Design Review Process. Facilities Services respectfully disagrees that such weaknesses exist. Funding for projects in the state budget is project specific and controlled by the Department of Finance through the State Public Works Board for each project separately. Hence the contingency belongs to the individual project and not program. Existing policies and practices, such as those found on the JPIC site, already fully mitigate the risks and weaknesses raised in the audit finding.	

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94	V2-R-4.4.2-1 Pegasus-Global has no specific recommendation in support of the use of prototype as that is an Owner's decision. However, the concept should be considered in terms of weighing the relative impacts on the program and project goals and objectives.	Complete	This recommendation focused on addressing weaknesses in Prototype Design. Facilities Services has no action required to address the issue raised by the Pegasus auditors.	
95	V2-R-4.4.3-1 To the extent possible Pegasus-Global recommends that the architectural contracts contain standardized provisions which set scheduled design review meetings, each with a list of specific deliverables to be reviewed during those design reviews. An attachment to the contract should be checklists of the required deliverables for each design review meeting.	Complete	This recommendation focused on addressing weaknesses in Contracts with Architects. Facilities Services included template architect contracts which include standardized templates and deliverables at various standard stages of design development on JPIC to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the contract templates on JPIC.	A/E Contract Sample
96	V2-R-4.5-1 Project Management should move to capture, consolidate and communicate those lessons learned relative to Facility Management during the design, construction, commissioning, and operation of new court facilities. The critical lessons learned should be further organized into infrastructure design standards and design review checklists, which can be used specifically to ensure that infrastructure designs meet the standards and that design mistakes are not repeated in subsequent projects. The setting of standards and the use of an FMG checklist during design would lessen the direct involvement of FMG personnel during schematic design; however, FMG should still conduct a review of the infrastructure design prior to the finalization and release of the working design.	Complete	This recommendation focused on addressing weaknesses in Project Management's relationship with the Facilities Maintenance Group. Facilities Services has developed a Best Practices database and will also include lessons learned relative to Facility Management as these are entered by project teams on JPIC to address the issue raised by the Pegasus auditors. Project Managers will log any lessons learned from Facility Management into the Knowledge Sharing site on JPIC. Per Procedure E-15, Post Occupancy Evaluations are currently being performed and the data from those evaluations and the Team and Client Satisfaction Surveys will be reviewed with lessons learned being input into JPIC. Program Management will recommend appropriate revisions to the Program based on the comments and issue revisions/updates to the Project teams.	Procedure B-04 - Design Review Process https://www.jcc-cms.com/KnowledgeSharing/
97	V2-R-4.5-2 To the maximum extent possible, the Program should limit the equipment choice of primary infrastructure equipment and systems which can be used within a facility. This should have an immediate impact on the cost of design, the cost of the equipment and systems, construction and, long term facility management. Without limiting the equipment choices to the greatest extent possible the Judicial Council and Program may not meet their economies of scale objectives set for long term FMG.	Not Accepted	This recommendation focused on addressing weaknesses in the relationship with Facilities Maintenance Group. For any project, the architect specifies equipment on the project which best conforms to the design standards and project requirements (such as equipment performance criteria). The specified equipment is purchased as a part of the Construction project. The public bidding process requires "or equal" equipment to be allowed as a part of the CMR bid proposal according to state law.	
98	V2-R-4.5-3 Once the suppliers have been identified, Pegasus- Global recommends that OCCM consider entering into specific contracts (not purchase orders if possible) with those suppliers to set the terms of initial purchase, with specific savings identified based on a specific number of units purchased. Consideration should be given to having the contracts show extended warranty and repair provisions which may also be extended (or reflect a cost reduction) for a specific number of units purchased. It is also suggested that the contracts contain specific provisions for the cost of repair and routine replacement materials, again reflecting a reduction in unit cost based on each equipment unit purchased under the contract.	Not Accepted	This recommendation focused on addressing weaknesses in the relationship with Facilities Maintenance Group and recommends that contracts be issued for certain pieces of equipment after a supplier has been identified. Projects and the equipment within those projects are publicly bid and the contracts for the projects are with a construction contractor and not with a specific equipment supplier. Once the warranty period for a project or a piece of equipment expires, we do not have the ability to enter into a longer term agreement, any effort to do so is not consistent with the JCC Contracting Manual and for the most part not allowed by state law.	
99	V2-R-4.5-4 Consideration should be given for the equipment supply contract to include a number of training slots to be provided at no cost to the Program; if possible, those slots should not be time limited, but would be stated in a total number, which can be used by FMG at any time (in order to train staff hired after the initial procurements and commissioning activities).	Complete	This recommendation focused on addressing weaknesses in the relationship and the knowledge of the Facilities Maintenance Group of a project as it is being completed and transitioned to operations. Training of various building equipment and systems is required and does occur on every new courthouse construction project for the Facilities Management team who will maintain and operate the courthouse. The amount of training is dependent of the type of equipment and complexity of the building systems.	
100	V2-R-4.6.1-1 Pegasus-Global recommends that OCCM consider limiting the scope of work provisions to the scope of work actually authorized under the CM at Risk contract.	Complete	This recommendation focused on addressing weaknesses in the CMR Contracts. Facilities Services implemented a template CMR contract containing the appropriate scope of work and posted it on JPIC. The Project Management staff have been trained to use the standard template and are familiar with where in the template the scope of work is contained. The template contract can be viewed on JPIC.	CMR Contract Template
101	V2-R-4.6.2-1 OCCM should examine the statements of work which are not authorized in the original CM@Risk contracts to determine if those statements are necessary. If the determination is that those statements are necessary, then OCCM should confirm that the statements of work between the two contracts are consistent.	Complete	This recommendation focused on addressing weaknesses in the CMR Contracts. Facilities Services implemented a template CMR contract containing the appropriate scope of work and posted it on JPIC. The Project Management staff have been trained to use the standard template and are familiar with where in the template the scope of work is contained. The template contract can be viewed on JPIC.	JCC Audit Services Memo, December 11, 2015 ; CMR Contract Template
102	V2-R-4.6.2-2 Pegasus-Global recommends that the OCCM consider revising Section 4 of Exhibit D to reflect and conform to the actual progression of a project though the four phases established.	Complete	This recommendation focused on addressing weaknesses in the CMR Contracts. Facilities Services implemented a template CMR contract containing the appropriate scope of work and posted it on JPIC. The Project Management staff have been trained to use the standard template and are familiar with where in the template the scope of work is contained. The template contract can be viewed on JPIC.	JCC Audit Services Memo, December 11, 2015 ; CMR Contract Template

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103	<p>V2-R-4.6.3-1</p> <p>As a contract is one of the most critical of the total project document management and control process, copies should be maintained by both the Project Manager and Regional Manager, with the original maintained by the Program D & C Director's Office.</p>	Complete	<p>This recommendation focused on addressing weaknesses in the document management of contracts. Facilities Services implemented the collaborative on-line document storage site (JPIC) where all documents will be maintained for stakeholders to have access to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing contract documents on JPIC for each project.</p>	
104	<p>V2-R-4.6.4-1</p> <p>Eliminate the role of contract CM within the project organization. If the position currently filled by the contract CM is limited to that normally identified as a "Clerk of the Works" then call the position by that title, which will to a great extent reduce the confusion created by having two CMs on a project. Pegasus- Global found no draft OCCM policy or procedure which fully described what would be considered a "Clerk of the Works," but can recommend sources from which such a policy and procedure could be developed. Potential benefits from renaming the position from CM to Clerk of the Works and hiring an individual to fill that job:</p> <ul style="list-style-type: none"> o Almost certainly firms contracting to provide a CM at their normal rate for a CM will be based on a CM's traditional scope of work. The hourly rate for a Clerk of the Works may be significantly less than what is normally charged by a firm for a CM. o A Clerk of the Works can be hired under a personal services contract rather than through a large architectural, construction, or CM firm. Those positions are usually filled with mid-level individuals with experience and understand construction at a detailed management and control level. 	Not Accepted	<p>This recommendation focused on addressing weaknesses in the Construction Manager's (CMA) Functions. Facilities Services respectfully disagrees that such weaknesses exist. The construction manager or CM is a consultant and advises the owner's project manager and or is an extension of the owners project management team. A CM typically possess skills which the owner's project manager does not have. Additionally, the CM is housed on site during construction where as the owners project manager is located at the owners office which can by hundreds of miles from the jobsite. Owners must have the staff resources with the expertise. A CM provides those resources</p>	
105	<p>V2-R-4.6.4-2</p> <p>Develop a specific standard contract for a CM@Risk which conforms with the industry expectations of the CM@Risk, thereby making the CM@Risk completely responsible for the execution of the project using their own means and methods (and makes them responsible for those means and methods) and with the full authority to act without the Project Manager's prior approval or consent except in situations where those actions have the potential to increase cost or schedule.</p>	Not Accepted	<p>This recommendation focused on addressing weaknesses in the Construction Manager's Functions. Facilities Services respectfully disagrees that such weaknesses exist. The CMR functions as an advisor during the preconstruction phase and takes on the role of a general contractor during the construction phase. It is critical for the JCC PM to retain the overall management functions and ensure that the CMR is delivering the project consistent with their contract obligations. Existing CMR contract language already fully mitigate the risks and weaknesses raised in the audit finding. The Construction Management Association of America defines At-Risk Construction Management in their glossary as "A delivery method which entail a commitment by the construction manager to deliver the project within a Guaranteed Maximum Price (GMP). The construction manager acts as consultant to the owner in the development and design phases, but as the equivalent of a general contractor during the construction phase. When a construction manager is bound to a GMP, the most fundamental character of the relationship is changed. In addition to acting in the owner's interest, the construction manager also protects him/herself".</p>	CMR Contract
106	<p>V2-R-4.6.4-3</p> <p>Consideration should be given by OCCM to making the CM@Risk responsible to produce all of the formal project control documents and reports for submittal to the Clerk of the Works. This again shifts the responsibility for accurate, complete and comprehensive project documentation to the CM@Risk. The recommended method would be to allow the CM@Risk to use its own standard report forms consistent with the California Court Construction program policies, procedures and processes, including templates (which are generally much more detailed than that currently required by OCCM), but insuring that the CM@Risk format includes a template which enables the Clerk of the Works to summarize into the currently established OCCM forms.</p>	Not Accepted	<p>This recommendation focused on addressing weaknesses in the Construction Manager's Functions. Facilities Services respectfully disagrees that such weaknesses exist. Program management is to have a standard set of procedures for managing Construction. JCC will not achieve consistency if CMR is allowed to use their own standards. The standard CM contract and project procedures will permit all projects to be administered consistently.</p> <p>The Construction Management Association of America defines At-Risk Construction Management (CMR) in their glossary as "A delivery method which entail a commitment by the construction manager to deliver the project within a Guaranteed Maximum Price (GMP). The construction manager acts as consultant to the owner in the development and design phases, but as the equivalent of a general contractor during the construction phase. When a construction manager is bound to a GMP, the most fundamental character of the relationship is changed. In addition to acting in the owner's interest, the construction manager also protects him/herself".</p> <p>Construction Manager (CMA) is defined as "A professional Construction Manager (CM) acts as an extension of staff to the Owner and manages the entire project with pre-planning, design, construction, engineering and management expertise that can assure the best possible project outcome no matter what type of project delivery method used. A CM is NOT a general contractor. few Owners maintain the staff resources necessary to pay close, continuing attention to every detail--yet these details can "make or break" a project. CM is often used interchangeably with Project Manager."</p>	

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107	V2-R-4.6.4-4 Pegasus-Global suggests making the CM@Risk the responsible party for the execution of construction to the standards established and the designs provided; do not reduce that responsibility by converting the CM@Risk to a traditional general contractor function. While OCCM may have reasons for bifurcating the design portion of the CM@Risk scope of work and the construction portion of the CM@Risk scope of work into two separate contracts, consideration should be given to establishing a single, integrated contract in which the construction scope may not be fully authorized unless and until a full notice to proceed with construction has been issued by OCCM. The construction scope of work can be altered by agreement prior to the full notice to proceed if for some reason project conditions have changed (e.g., scheduled completion of the project); should the CM@Risk reject the modifications to that portion of the full scope the contract can be repackaged and awarded to another contractor as a CM or General Contractor. This will enable OCCM to rationalize and extend the CM@Risk's responsibility to achieve all project objectives identified throughout the entire project or face a penalty.	Complete	This recommendation focused on addressing weaknesses in the Construction Managers function. Facilities Services has developed an integrated contract for the CMR. The CMR provides its insights including but not limited to constructability, value engineering, cost estimating, and schedule during the pre-construction phase of the project for a set fee, and is responsible to deliver and manage the construction of the project within a Guaranteed Maximum Price during the Construction Phase. The CMR is responsible for timely completion of the project.	JCC Audit Services Memo, December 11, 2015
108	V2-R-4.6.4-5 Given the shortage of Project Managers, OCCM, with the Project Manager, should consider establishing a "standard oversight routine" which matches the size and complexity of the project assigned. Those routines should be established to focus on specific milestones and specific topical issues raised at each milestone. Certain elements of the routine should be identified that would benefit from the involvement of program level staff and functional program staff who share topical oversight responsibilities during certain phases of a project.	Complete	This recommendation focused on addressing weaknesses in the Project Manager's function. Facilities Services implemented a new reorganization structure which provides "standard oversight routine" including change order procedures, design review procedures, cost management, schedule, and master schedule with milestones to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-11 "Roles & Responsibilities of Project Team", the HR Plan and Staffing Plan.	HR Plan, Staffing Plan, Procedure A-11, Matrix for PM responsibilities cross referenced with procedures
109	V2-R-4.7-1 Pegasus-Global recommends that Program Management complete and implement as many formal, comprehensive and efficient policies, procedures and processes as possible in as short a time practical. Formal repetitive systems and processes can relieve the routine burdens demanded of Project Management staff, freeing time to be expended on more critical Project Management concerns and demands. Also, to the extent possible contractors should be engaged to their full potential in the execution of the individual projects.	Complete	This recommendation focused on addressing weaknesses in Project Manager workload. Facilities Services implemented standard project procedures providing a "standard oversight routine" which includes change order procedures, design review procedures, cost management, schedule, and master schedule to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the HR and Staffing Plan showing balanced workload for PM's and other JCC staff.	HR Plan Staffing Plan
110	V2-R-4.7-2 Given that increasing staff and the re-sequencing and extending the project execution schedule are currently unlikely options, Pegasus-Global recommends the functional Program and Project Management staff are given the most complete tools possible through the completion and adoption of strong policies, procedures and processes designed to provide the maximum support during the execution of a project.	Complete	This recommendation focused on addressing weaknesses in Project Manager workload. Facilities Services implemented standard project procedures providing complete set of tools to their PM's for managing their projects and workload efficiently. Facilities Services has reorganized, adopted recommendations and created new classifications, and has enough resources, has created horizontal structure, and formed clear lines of responsibility and accountability to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the attached Human Resources Plan.	HR Plan Staffing Plan
111	V2-R-4.7-3 OCCM should develop a complete inventory of the tasks and responsibilities of the Project Managers so that the completion of the policies, procedures and processes can be aligned with those responsibilities and reflect the valuable lessons learned through the execution of the projects completed and currently underway.	Complete	This recommendation focused on addressing weaknesses in Project Manager workload. Facilities Services implemented Procedure A-9 "Project Management Plan" and A-11 "Roles & Responsibilities of Project Team" including a responsibility matrix to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedures and responsibility matrix in JPIC.	Procedure A-09 Procedure A-11
112	V2-R-4.7-4 Once that inventory recommended above is completed, Pegasus-Global recommends that Program Management turn its attention to how it structures and formalizes the duties and responsibilities of the architects and CM@Risk contractors. Those responsibilities which can be shifted under contract to the architects and CM@Risk contractors should be added to their scopes of work. This shifts a portion of Project and Program Management roles from direct control by OCCM to more of an oversight and verification (auditing) and enforcement role.	Not Accepted	This recommendation focused on addressing weaknesses in Project Manager workload. Facilities Services respectfully disagrees that such weaknesses exist. The CM At Risk (CMR) and the Architect have clear roles and responsibilities as defined by their contracts. It is the project managers job to ensure that each party fulfills the roles and responsibilities as defined by their contracts.	
113	V2-R-4.7-5 Functional Program and Project Management staff be relieved of as many administrative functions as possible by using contract employees. It is possible to contract for Clerk of the Works services; scheduling reviews; audit, alert and recommendation service; cost and budget control review; a number of other services which are typically thought of as project administration roles and not project management roles.	Complete	This recommendation focused on addressing weaknesses in Project Sequencing. Facilities Services has adapted the practice of using a Construction Management Firm or CMA to assist JCC PM's with the day to day management of a courthouse design and construction project. Procedure A-22 "Role of CMA and JCC PM on Utilizing CMA Support" has been drafted to address the issue raised by the Pegasus auditors. The amount of support from the CMA firm varies by project but is typically 1/2 to 1 person per year. Examples of these changes can be seen by reviewing the procedure in JPIC.	Procedure A-22

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114	V2-R-4.7-6 Pegasus-Global recommends that OCCM not place the contracts for these services with a single firm, unless that firm can: 1) supply those services without inflating the cost by using position descriptions which exceed the actual need for, and requirements of the positions to be filled; and 2) the services firm agrees not to seek nor accept any contract to design, manage or construct a project under the Court Capital Construction Program. Pegasus-Global further recommends that firms must, to the extent possible, not be a major competitor of any of the architects or construction contractors (or CM specialty firms) involved in the execution of a project under the Program. Although this recommendation may prove difficult to meet, the appearance of any conflict of interest needs to be avoided if at all possible. It may be possible to identify a service firm outside of California which would be willing to employ (or otherwise engage) qualified service staff resources locally, but place those staff under its umbrella contract for services to the program. That is not a simple process but does enable the program to centralize the service contract and avoid any appearance of a conflict of interest.	Complete	This recommendation focused on weakness in contracting methodologies. OCCM, now Facilities Services contracted with a Program Management Firm (Program Manager) in 2016. The Program Manager has assisted Facilities Services in the development of procedures, training, and a project controls/document management system as recommended by Pegasus. Additionally, the Program Manager is not a competitor with Architects or Construction Contractors so their is not conflict of interest.	
115	V2-R-4.8-1 Program Management should work with their counterparts in the other California state agencies to establish a basic understanding of the parties' respective duties, responsibilities, functional parameters and processes. That information should then be used to formalize the points at which the program and project management interact with their counterparts in other California state agencies without destroying the personal relationships which currently exist but will, overall improve those relationships while enabling the respective agencies to improve the effectiveness and efficiency of those interactions.	Complete	This recommendation focused on addressing weaknesses in coordination across various state agencies in understanding their duties, responsibilities and functional processes. Facilities Services implemented/changed its organization structure, lines of responsibilities and delegation of authority to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing JCC organization chart, HR Plan, PMM and PMP. Additionally The Association of Capital Outlay Managers (ASCOM) meets every quarter to discuss duties and responsibilities across various state agencies.	Human Resources Plan , Staffing Plan
116	V2-R-4.9-1 As noted earlier above, architects and CMs or contractors generally have processes and systems for reporting project progress at a very detailed level. Those detailed schedules and progress reports should be a standard requirement for every architect and contractor and should be produced monthly during the execution of a project. Once received the Clerk of the Works can audit the progress claimed or the impacts asserted, then summarize that information in the current Monthly Progress Report, adding only such detail needed to identify delays and the root cause for the each delay.	Complete	This recommendation focused on addressing weaknesses in Project Scheduling. Facilities Services implemented a new quarterly report using JPIC which has been approved and accepted by DOF to address the issue raised by the Pegasus auditors. The same format in JPIC is used for the monthly progress report. JPIC establishes information updates and reporting protocols that standardizes reporting for all projects and summarized the project level info to program summary. Examples of these changes can be seen by reviewing the quarterly reports in individual projects in JPIC.	Monthly/Quarterly Report
117	V2-R-4.9-2 OCCM may wish to consider development of a standardized monitoring and control process which would create a higher degree of uniformity in the monitoring and control of the project and program schedules across all projects.	Complete	This recommendation focused on addressing weaknesses in Project Scheduling. Facilities Services implemented Procedure A-7 "Establishing the Project Schedule" and provided a Project Template Schedule on JPIC to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure A-7, B-9 and D-5, and the Project Template Schedule on JPIC.	Procedure A-07 Procedure B-09 Procedure D-05
118	V2-R-4.10-1 Project and Program Management should use the data already collected by Project Manager's during the development of the original estimates and budgets, and the final actual costs to execute a project to analyze the accuracy of the original estimates; the root causes for any variations in line item costs over or under the original cost estimate; any common trends in cost estimating or management and control of project costs which should be addressed at a program level; and capture, consolidate and communicate the cost estimating, management and control lessons being learned as projects are executed.	Complete	This recommendation focused on addressing weaknesses in Estimating and Cost Control. Facilities Services developed and implemented the collaborative SharePoint based portal (JPIC) providing master budget tracking and reporting, and budget and cost management system at project level to address the issue raised by the Pegasus auditors. JPIC displays dashboards for the project budgets that identify the Original Authorized Amount, Current Authorized Amount and Current Estimate for each phase of the project and calculates a variance. This information is rolled up and summarized for all projects in the program. Examples of these changes can be seen by reviewing individual project budgets in JPIC.	Project Budget and Cost Management Report (sample)
119	V2-R-5.1-1 Pegasus-Global has no substantial recommendations beyond those provided in Section 5.2.1. However, OCCM may wish to consider developing a book of Program Foundation Documents similar to the Strategic Plan for distribution to every OCCM employee and manager in order to establish a shared sense of purpose under the Program.	Complete	This recommendation focused on addressing weaknesses in the Strategic Plan. Facilities Services developed and implemented the Program Management Plan to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the Program Management Plan in JPIC.	PgMP
120	V2-R-5.2-1 With Project Feasibility Reports successfully being created years before the draft version of this policy there appears not be an immediate or critical need to formally implement this policy. However, the policy should ultimately be finalized and implemented in order to properly track each projects use and completion of the project feasibility report.	Complete	This recommendation focused on addressing weaknesses in Project Feasibility Reports (PFR). Facilities Services implemented Procedure A-24 "Project Feasibility Report" to address the issued raised by the Pegasus auditors. This procedure can be seen by accessing JPIC.	PFR (Butte - sample) Procedure A-24

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121	V2-R-5.4-1 Along with the formal contract (and amendment) documents the bid and award documents are some of the more important documents generated by the project. Occasionally, in disputes those documents must be reviewed to demonstrate what the contractor actually bid rather than simply assuming that a particular scope of work was included in the bid submitted. Pegasus-Global recommends that as part of a formal document control system copies of those bid and award documents be maintained on the project, in the regional office files, and the originals maintained in the D&C Management files.	Complete	This recommendation focused on addressing weaknesses in Contracting Policies and Procedures. Facilities Services developed and implemented a collaborative SharePoint based portal (JPIC) providing a consistent electronic document control system and complete project filing abilities to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing contract documents for individual projects in JPIC.	
122	V2-R-5.5-1 Pegasus-Global recommends that all submittals to the State Department Of Finance, including the original Program Management supplied data and information, be added to, and retained within, a formal document control system.	Complete	This recommendation focused on addressing weaknesses in implementation of the State Administrative Manual. Facilities Services developed and implemented a collaborative SharePoint based portal (JPIC) providing consistent electronic document control system and compiling complete project files to address the issue raised by the Pegasus auditors. All project documentation including Department of Finance submittals for each project are being uploaded to JPIC and retained per JCC policy. Examples of these changes can be seen by reviewing the JPIC site.	
123	V2-R-5.6-1 Although a minor finding, having a signed copy of the Project Definition Report in the project files would provide an indication that the report had been reviewed and accepted by the primary stakeholders in the project.	Complete	This recommendation focused on addressing weaknesses in the Management Plan and Project Definition Report. Facilities Services implemented new policy for all new courthouse construction projects to be overseen by CFAC and that Project Definition Report are included as part of project files to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing individual project files in JPIC.	Link to Sacramento Courthouse draft Project Definition Report
124	V2-R-5.6-2 OCCM should consider a formal numbering system for each draft and revision to the report in order to make it easier to determine which of the versions is most current and to enable a reviewer to track the evolution of the Project Definition Reports over time.	Complete	This recommendation focused on addressing weaknesses in a formal numbering system for draft and revised versions of a report. Facilities Services has implemented an online portal (JPIC) for document management which tracks version history of each document. For Draft documents only the most current version of the document is displayed, but JPIC has the ability to view the history of all past versions. Published documents contain a version number in the footer of the document.	
125	V2-R-5.7-1 Based on the activity recorded by Susanville, the Selection, Procurement and Installation of Furniture policy appears to be working effectively and should continue to be utilized as current and future projects reach the point of needing to procure furniture.	Complete	This recommendation focused on addressing weaknesses in The Selection, Procurement and Installation of Furniture. Facilities Services determined that no action was required on this item as all staff follow the existing procedure which is now part of all project procedures posted in JPIC. See Procedure C-04, in JPIC.	JCC Audit Services Memo, December 11, 2015
126	V2-R-5.8-1 Pegasus-Global recommends that OCCM finalize, adopt and apply the Quality Assurance Consultant Management policy and procedure.	Complete	This recommendation focused on addressing weaknesses in Design and Construction Quality Assurance Consultant Management. Facilities Services implemented Procedures A-14 "Quality Management Plan" and D-16 "Quality Assurance" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedures in JPIC.	Procedure A-14 Procedure D-16
127	V2-R-5.9-1 Pegasus-Global recommends that OCCM finalize, adopt and apply the Facility Performance Evaluation policy and procedure.	Complete	This recommendation focused on addressing weaknesses in the Facility Performance Evaluation. Facilities Services implemented Procedure E-15 "Facility Performance (Post Occupancy) Evaluation Program" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure in JPIC.	Procedure E-15
128	V2-R-5.10-1 Pegasus-Global recommends that OCCM finalize, adopt and apply the Post Occupancy Evaluation policy and procedure.	Complete	This recommendation focused on addressing weaknesses in the Facility Performance Evaluation. Facilities Services drafted Procedure A-15 "Facility Performance (Post Occupancy) Evaluation Program" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure in JPIC.	JCC Audit Services Memo, December 11, 2015 ; Procedure A-15
129	V2-R-5.11-1 Pegasus-Global recommends that OCCM finalize, adopt and apply the Informal Inspection Program policy and procedure.	Complete	This recommendation focused on addressing weaknesses in the Informal Inspection Program. Facilities Services implemented Procedures D-16 "Construction Quality Assurance" and D-17 "Testing and Inspection" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedures in JPIC.	Procedure D-16 Procedure D-17
130	V2-R-5.12-1 Pegasus-Global recommends that OCCM finalize, adopt and apply the Inspection Request Process policy and procedure.	Complete	This recommendation focused on addressing weaknesses in the Inspection Request Process. Facilities Services implemented Procedure D-17 "Testing and Inspection" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure in JPIC.	Procedure D-17

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131	V2-R-5.13-1 OCCM may want to clarify what, if any, role the Project Management Team fill in regard to the report when it is finalized and becomes part of the Project Closeout Process.	Complete	This recommendation focused on addressing weaknesses in the Final Verification Report Process. Facilities Services implemented Procedure D-16 "Construction Quality Assurance" identifying the Project Manager responsibility to verify that all critical documents including the Project Final Verification Report are being tracked and filed to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing Procedure D-16 in JPIC and Sample Report (attached).	Procedure D-16 Project Final Verification Report (Stockton - sample)
132	V2-R-5.14.1-1 Similar to the recommendations from the Part I review of Change Order Process policy, Pegasus-Global finds that the process defined by this policy is acceptable for the administration of change orders; however, both the Program and the projects would benefit from a formal policy that addresses change control and management. Additionally, the incorporation of the flow chart as described in the findings above would be a beneficial tool for the policy.	Complete	This recommendation focused on addressing weaknesses in the Change Order Process. Facilities Services implemented Procedure D-13 "Proposed Change Orders/Change Orders" and included standard forms and templates on JPIC to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure and templates in JPIC.	Procedure D-13 forms / templates
133	V2-R-5.14.2-1 If the IProcurement Extension to the Change Order Process is intended to be implemented by the projects, it should first be formalized and incorporated into Procedure 4.20 Change Order Process. At that point the recommendations provided for Procedure 4.20 Change Order Process would still apply, but it would provide a formal structure for this policy to be utilized.	Complete	This recommendation focused on addressing weaknesses in the Change Order Process. Facilities Services implemented Procedure D-13 "Proposed Change Orders / Change Orders" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure in JPIC.	Procedure D-13
134	V2-R-5.15-1 Project-level controls would benefit from the formalization of invoice documentation procedures. Standardizing how each invoice is to be filed as well as recorded in an inventory log is critical for the control and tracking of invoices to be successful.	Complete	This recommendation focused on addressing weaknesses in the Invoice Payment Procedure. Facilities Services has implemented Procedure B-3 "Contract Payment Administration" and D-6 "Progress Payments" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedures in JPIC.	Procedure B-03 Procedure D-06
135	V2-R-5.16-1 As was suggested in Section 5.3.5.3, a formal adoption of the Augmentation and 20 Day Letter Requests process into those policies, procedures and processes which address 20-day letter and augmentation requests would aid in ensuring this process is utilized uniformly across all projects.	Complete	This recommendation focused on addressing weaknesses in the Budget Augmentation Process. Facilities Services has implemented Procedure A-21 "20-Day Letter Process" to address the issue raised by the Pegasus auditors. Examples of these changes can be seen by reviewing the procedure in JPIC.	Procedure A-21
136	V2-R-5.17-1 The Progress Report Template, as its name suggests, is a template and not an actual policy. Therefore, there is little policy to gauge the projects on in this area; however, Pegasus-Global was able to ascertain that the template is being used uniformly across the projects and if the template were to be integrated into a formal policy it would assist in maintaining the uniformity of the progress reports.	Complete	This recommendation focused on addressing weaknesses in Progress Report Template. Facilities Services implemented a new quarterly report using JPIC which has been issued, approved and accepted by DOF to address the issue raised by the Pegasus auditors. The same format for monthly and periodic progress report is provided using JPIC. Examples of these changes can be seen by reviewing the quarterly reports for individual projects in JPIC.	Quarterly/Progress Status Report (sample)
137	V2-R-5.18-1 As much of the information is found in the Progress Report, and the remainder of the information (e.g. Construction Related Agreements, Project Location Address) should be easily obtainable, the utilization of this Project Description template can be straight-forward with the completion and introduction of a formal supporting policy. Such a policy should identify the need for this document, as opposed to reformatting the Progress Reports to contain all the information required by a Project Description.	Complete	This recommendation focused on addressing weaknesses in the Progress Description Report. Facilities Services implemented Procedure D-11 for project status reports to be established at a frequency (monthly or quarterly) as directed by the Director of Facilities Services. The new quarterly report is generated from JPIC and has been issued, approved and accepted by DOF to address the issue raised by the Pegasus auditors. The Project Description template was a part of the old reporting system and will no longer be utilized. Examples of these changes can be seen by reviewing the quarterly reports for individual projects in JPIC.	Quarterly/Progress Status Report (sample) Procedure D-11

No.	Status
122	Complete
3	In Process
10	Not Accepted
2	Obsolete
137	Total

**Court Facilities Advisory Committee's
Independent Outside Oversight Consultant Subcommittee**

As of December 5, 2018

Hon. Patricia M. Lucas, Vice-Chair
Presiding Judge of the
Superior Court of California,
County of Santa Clara

Hon. David Edwin Power (Ret.)
Judge of the Superior Court of California,
County of Solano

Mr. Stephen Nash
Former Court Executive Officer
Superior Court of California,
County of Contra Costa

Mr. Thomas J. Warwick, Jr.
Attorney at Law

Hon. Gary R. Orozco
Judge of the Superior Court of California,
County of Fresno