



Office of Audits
Office of Inspector General
U.S. General Services Administration

IMPLEMENTATION REVIEW OF CORRECTIVE ACTION PLAN

**Audit of PBS's Approval
Process for Minor Repair
and Alteration Projects
Report Number
A190100/P/5/R22005
May 9, 2022**

Assignment Number A240042
April 12, 2024

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Introduction

We have completed an implementation review of the management actions taken in response to the recommendations contained in our May 2022 audit report, *Audit of PBS's Approval Process for Minor Repair and Alteration Projects*, Report Number A190100/P/5/R22005.

Objective

The objective of our review was to determine whether the Public Buildings Service (PBS) has taken the actions as outlined in the corrective action plan for *Audit of PBS's Approval Process for Minor Repair and Alteration Projects* (see **Appendix A**). To accomplish our objective, we:

- Reviewed the original audit report to understand the recommendations and provide context for the corrective action plan;
- Examined documentation submitted by PBS to support completion of the corrective action plan steps; and
- Interviewed PBS officials.

Background

PBS provides and maintains workplaces for federal agencies and their employees. PBS's minor repair and alteration projects cover repairs, remodeling, improvements, and associated design and construction services for PBS's inventory of owned and leased federal buildings and courthouses. In FY 2015, PBS began using a software package called Decision Lens to prioritize minor repair and alteration projects, with a goal of "nationwide prioritization ... [to] ensure that projects are funded in order of priority." Decision Lens is used to systematically score competing projects for prioritization using weighted criteria.

Each year, PBS regions provide PBS's Office of Portfolio Management with a list of proposed minor repair and alteration projects, each project's Decision Lens score, and expected costs. PBS regional staff are responsible for entering project information that automatically generates the projects' Decision Lens scores. PBS regions also provide regional rankings that reflect how the regions prioritize proposed projects. Based on this information, the Office of Portfolio Management decides which projects it will approve for non-discretionary minor repair and alteration funding. The Office of Portfolio Management then provides a list of approved projects to the PBS regions so they can execute the projects.

On May 9, 2022, we issued an audit report, *Audit of PBS's Approval Process for Minor Repair and Alteration Projects*, to PBS. The objective of the audit was to determine whether PBS's minor repair and alteration project prioritization process ensures that the most critical projects are funded.

Our audit found that:

- PBS's centralized review and approval process had no discernible effect on which minor repair and alteration projects were performed.

To address the findings identified in our report, we recommended that the PBS Commissioner:

1. Conduct a comprehensive assessment to determine if a centralized approval process is the most effective way for the Agency to ensure its limited funding is directed to the most critical needs of its buildings.
2. Improve PBS's use of its Decision Lens software if the assessment shows that a centralized approval process is the most effective. Improvements should include:
 - a. Providing guidance for selecting program areas;
 - b. Assessing whether to incorporate additional criteria; and
 - c. Ensuring all changes to Decision Lens criteria and weights are documented.

The PBS Commissioner agreed with our report finding and recommendations.

Results

Our implementation review determined that PBS has taken appropriate corrective actions to address the recommendations. We determined that no further action is necessary.

Audit Team

This review was managed out of the Great Lakes Region Audit Office and conducted by the individuals listed below:

Michael Lamonica
Franklin Moy
Misty Deckard

Regional Inspector General for Auditing
Audit Manager
Auditor-In-Charge

Appendix A – Corrective Action Plan for Report Number A190100/P/5/R22005

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PBS Office of Portfolio Management and Customer Engagement’s Capital Assessment and Allocation Division (PT) Corrective Action Plan

Designated Responding Official: Joanna Rosato, Assistant Commissioner, Office of Portfolio Management and Customer

Engagement Signature DocuSigned by: Joanna Rosato 8/8/2022
FD9C1AF19F247E **Date**

Contact Person: Shadia Malik and Mollie Ifshin

Telephone Number: (202) 536-6949, (202) 208-0664

Date: 08/03/2022

A190100/P/5/R22005 Audit of PBS’s Approval Process for Minor Repair and Alteration Projects	Recommendation number: 001	Proposed Recommendation Completion Date 10/31/2022
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Finding(s): Only one per page. Findings are for GSA internal use only.

PBS’s centralized review and approval process had no discernible effect on which minor repair and alteration projects were performed.

Root Cause of Finding(s): Root cause determination is for GSA internal use only.

Portfolio Management approved projects based almost exclusively on project rankings submitted by the regions and, in cases where regions could not perform an approved project, the regions were able to redirect funding to other projects without Portfolio Management’s approval.

Recommendation 001:

Conduct a comprehensive assessment to determine if a centralized approval process is the most effective way for the Agency to ensure its limited funding is directed to the most critical needs of its buildings.

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<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to</u>	<u>Documentation will be sent Last Duty</u>
Conduct discussions with key program stakeholders and Portfolio Management leadership to assess Central Office's role and oversight into project selection for the BA-54 annual program.	<u>the OCFO BA or BG office</u> Decision Memo outlining Central Office's role and oversight into the BA-54 annual program, including changes to the Decision Lens process and criteria and any other procedural enhancements or improvement to project selection.	<u>Day of the month</u> 10/31/2022

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DocuSigned by:
Designated Responding Official: Joanna Rosato, Assistant Commissioner, Office of Portfolio Management and Customer Engagement
Signature Joanna Rosato Date 8/8/2022

Contact Person: Shadia Malik and Mollie Ifshin
Telephone Number: (202) 536-6949, (202) 208-0664

Date: 05/17/2022

A190100/P/5/R22005 Audit of PBS's Approval Process for Minor Repair and Alteration Projects	Recommendation number: 002a	Proposed Recommendation Completion Date 10/31/2022
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Finding(s): Only one per page. Findings are for GSA internal use only.

PBS's centralized review and approval process had no discernible effect on which minor repair and alteration projects were performed.

Root Cause of Finding(s): Root cause determination is for GSA internal use only.

Portfolio Management approved projects based almost exclusively on project rankings submitted by the regions and, in cases where regions could not perform an approved project, the regions were able to redirect funding to other projects without Portfolio Management's approval.

Recommendation 002a:

Improve PBS's use of its Decision Lens software if the assessment shows that a centralized approval process is most effective by providing guidance for selecting program areas.

<u>Action to be Taken Step by Step</u> Action 001: Review and revise current	<u>Supporting Documentation to be sent to</u> the OCFO BA or BG office	<u>Documentation will be sent Last Duty</u> <u>Day of the month</u>
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<p>program evaluation guidance to include any changed, added or updated Decision Lens criteria and weights. Action 002: Further clarify the role of Central Office oversight of the program area selections.</p>	<p>001 Revised program area evaluation guidance 002 Revised program area evaluation guidance</p>	<p>10/31/2022 10/31/2022</p>
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DocuSigned by:
Designated Responding Official: Joanna Rosato, Assistant Commissioner, Office of Portfolio Management and Customer Engagement
 Signature Joanna Rosato Date 8/8/2022
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Contact Person: Shadia Malik and Mollie Ifshin
Telephone Number: (202) 536-6949, (202) 208-0664
Date: 05/17/2022

A190100/P/5/R22005 Audit of PBS's Approval Process for Minor Repair and Alteration Projects	Recommendation number: 002b	Proposed Recommendation Completion Date 10/31/2022
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Finding(s): Only one per page. Findings are for GSA internal use only.

PBS's centralized review and approval process had no discernible effect on which minor repair and alteration projects were performed.

Root Cause of Finding(s): Root cause determination is for GSA internal use only.

Portfolio Management approved projects based almost exclusively on project rankings submitted by the regions and, in cases where regions could not perform an approved project, the regions were able to redirect funding to other projects without Portfolio Management's approval.

Recommendation 002b:

Improve PBS's use of its Decision Lens software if the assessment shows that a centralized approval process is most effective. Improvements should include assessing whether to incorporate additional criteria.

<u>Action to be Taken Step by Step</u> Action 001: Assess current program	<u>Supporting Documentation to be sent to</u> the OCFO BA or BG office	<u>Documentation will be sent Last Duty</u> Day of the month
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<p>evaluation criteria and analyze potential additional criteria that could inform Central Office decisions on project priority and criticality. Add additional clarity and instruction to program area selection guidance.</p>	<p>Decision Memo outlining Central Office's role and oversight into the BA-54 annual program, including changes to the Decision Lens process and criteria and any other procedural enhancements or improvements to project selection</p>	<p>10/31/2022</p>
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DocuSigned by:
Designated Responding Official: **Joanna Rosato, Assistant Commissioner, Office of Portfolio Management and Customer Engagement**
Signature Joanna Rosato Date 8/8/2022

Contact Person: **Shadia Malik and Mollie Ifshin**
Telephone Number: **(202) 536-6949, (202) 208-0664**
Date: **05/17/2022**

A190100/P/5/R22005 Audit of PBS's Approval Process for Minor Repair and Alteration Projects	Recommendation number: 002c	Proposed Recommendation Completion Date 10/31/2022
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Finding(s): Only one per page. Findings are for GSA internal use only.

PBS's centralized review and approval process had no discernible effect on which minor repair and alteration projects were performed.

Root Cause of Finding(s): Root cause determination is for GSA internal use only.

Portfolio Management approved projects based almost exclusively on project rankings submitted by the regions and, in cases where regions could not perform an approved project, the regions were able to redirect funding to other projects without Portfolio Management's approval.

Recommendation 002c:

Improve PBS's use of its Decision Lens software if the assessment shows that a centralized approval process is most effective. Improvements should include ensuring all changes to Decision Lens criteria and weights are documented.

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<u>Action to be Taken Step by Step</u>	<u>Supporting Documentation to be sent to the OCFO BA or BG office</u>	<u>Documentation will be sent Last Duty Day of the month</u>
Action 001: Update the final program evaluation guidance with clarified and updated program area selection guidance and all changes and additions to the Decision Lens criteria and weights.	Revised program evaluation guidance	10/31/2022

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Appendix B – Report Distribution

GSA Administrator (A)

GSA Deputy Administrator (AD)

PBS Commissioner (P)

PBS Deputy Commissioner (PD)

Chief of Staff (PB)

Deputy Chief of Staff (PB)

Assistant Commissioner for Strategy and Engagement (PS)

Strategic Portfolio Planning Officer (PTB)

Acting Chief Financial Officer (B)

Office of Audit Management and Accountability (BA)

Assistant Inspector General for Auditing (JA)

Deputy Assistant Inspector General for Acquisition Audits (JA)

Deputy Assistant Inspector General for Real Property Audits (JA)

Director, Audit Planning, Policy, and Operations Staff (JAO)