

Michael Clarron Sheats * Architect
Representative Projects – Project Management
Kaiser Foundation Health Plan

1997-00 Northbay Area Manager

Manager of a 10 person team responsible for all design and construction activity for the Northbay region of SSF, SF, San Rafael and Santa Rosa Medical Centers. Major accomplishments were completion of the Geary street MOB and the Geary Hospital Seismic Renovation. During this period my team managed \$400m in yearly projects.

1995-97 San Francisco Medical Center

Sr. Project Manager for a \$163 million dollar MOB on Geary, including a master plan to replace aging facilities and provide room for expansion. This project involved forming the design/construction team, entitlements resolution, programming, with medical staff and developing a campus wide master plan for outpatient facilities.

1991-95 Fremont Medical Center

Management of two major projects, a 106 bed hospital and a 41 provider MOB. Involved taking projects from design approval through permitting and construction.

1990-91 1800 Harrison Street, Oakland

Programming, planning, site selection, and 160,000 sf of tenant improvements to relocate 500 employees from buildings damaged in the Loma Prieta earthquake. This project utilized standardized floor templates to expedite project delivery and minimize future alterations due to organizational change. This departure in process required buy in at the executive level, close coordination and cooperation with the planning department, and cultural change in departmental expectations.

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1987-90 Regional Resource Center, Livermore

Planning, programming, budgeting, design, construction and start up for a 300,000 sf warehouse and offices for pharmaceuticals, materials and excess properties. This was the pilot project for the introduction of project management techniques at Kaiser and the first major project completed on time and on budget.

1986-88 1950 Franklin Street, Oakland

Total refurbishment and tenant improvements to an existing building of 300,000 sf. Involved the development and design of a move in procedure to coordinate the work of many departments that supported each of 60 different departmental move ins.

Other Kaiser Experiences

In 1987 I was selected as a pilot project manager to learn the principles and techniques of project management and to a develop department wide implementation plan. This learning led to a departmental reorganization into regional project teams.

As part of the implementation I organized a series of integrated classes in project management for departmental managers. Half of these students passed the Professional Project Manager exam given by the Project Management Institute.

The 1989 Loma Prieta earthquake severely damaged several of our Regional Offices. I led a team that developed and implemented a plan to move 200 employees to new offices within ten days. Coordinating the move from a condemned building with the City of Oakland building department was a critical element in the success of the effort.