



Facilities Project Management: An Opportunity to Rebuild

Multnomah County Auditor's Office

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Rationale for Audit

- High risk because of high \$
- Large volume of projects
- Many changes at Facilities
- Facilities added to audit schedule



Multnomah Building

Source for all presentation photos:
County Building & Property Data



Audit Objectives

Capital Improvement Program (CIP) project management practices

- Determine if project management is following best practices
- Identify impediments to achieving project management goals



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Scope and Methodology

- Focused on project management practices for routine capital projects
- Used best practices framework
 - Project Management Institute
- Interviews and data analysis
- 13 case study reviews



Multnomah County Inverness Jail



Overview

FY 2013 Capital Budget authorized \$37 million for capital projects, including \$21.7 million for routine capital projects

- Routine projects = repair or maintenance of existing structures and systems
 - New roof, interior finishes, upgraded lighting, new security system, elevator upgrade
- Non-routine projects = new buildings or systems
 - East County Court House



Multnomah County Inverness
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CIP Project Manager (PM) Workload

- Managed 200+ routine capital projects
 - Majority under \$50,000
- Provided support on non-routine capital projects
 - East County Court House
- Managed 200 service requests, including many department-funded projects
 - Remodels, moves, reconfigurations



Animal Services

Figures reflect data from Facilities' Data Tracker database



PM Role

- Manage all aspects of a project
 - Determine project specifications
 - Manage stakeholders
 - Clients
 - Contractors
 - County leadership
 - Balance needs among scope, quality, schedule, budget, resources and risks during the life of a project



Justice Center



PM Role, continued

- CIP employs 9 PMs
- Other Facilities staff manage some projects
 - Property Managers
 - Operations and Maintenance Supervisors
 - Strategic Planning and Projects staff



Mead Building



Results

Project management practices were not consistent with best practices

- Practices varied from one PM to another
- Inconsistent oversight and monitoring



Multnomah County Court House



Results, continued

Unable to determine whether projects met goals

- Documentation was fragmented
- No formal system for continuous improvement

Management is addressing many of these areas



Roosevelt High School
Site of School-based Health Clinic



Tone at the Top

Recommendation

- Strengthen Facilities' tone at the top to help PMs achieve Facilities' project goals

Best Practices

- Leadership sets the tone at the top



Walnut Park



Standardized Practices

Recommendation

- Standardize project management across Facilities to make it consistent, predictable and measurable

Best Practices

- Standardized processes
 - Enable efficient, effective project management
 - Reduce risks



Animal Services



Documentation and Storage

Recommendation

- Standardize project documentation and information storage to ensure completeness and accessibility of information

Best Practices

- Documentation should...
 - Allow easy access to project information
 - Support analysis of project performance and transferring knowledge



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Project Performance

Recommendation

- Evaluate project performance and apply lessons learned

Best Practices

- Project evaluation and capturing lessons learned is an integral part of project management.



Multnomah County Inverness Jail



Shared Foundation of Practices

Recommendation

- Create a shared foundation of project management practices

Best Practices

- There should be a process for
 - Developing PM competency; and
 - Providing training on PM tools and techniques
- Monitor to ensure practices are followed



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Assess Workload

Recommendation

- Assess the project workload for Facilities staff with project management responsibilities

Best Practices

- Planning, developing and managing project teams include determining whether personnel are available to work on projects



Justice Center



Benefits of Following Best Practices

Projects that follow standardized practices are more likely to

- Meet project goals
- Reduce unanticipated problems
- Enable consistency from PM to PM
- Help with stakeholder expectations
- Facilitate performance measurement
- Enable learning from work completed
- Help build and sustain a positive reputation



Multnomah Building



Additional Recommendations

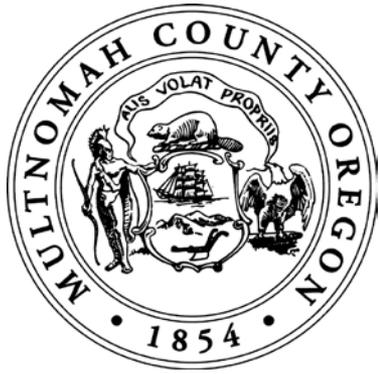
Work with stakeholders, including clients, Finance and Contracts to identify areas for increased efficiency

Consider

- Investigating a project management tool(s) that would support project management
- Using a professional estimator to help establish accurate scopes and budgets



John B. Yeon Facility



Questions?



Southeast Health Center