



# 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  
Jail Laundry



# 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



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# 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



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# 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**