



Strategic Planning Implementation Project Charter

Project Name: *As noted on Grid of Major Projects*

Strategic Plan Project #37: Comprehensive County Facilities Plan

Expected Deliverables/Outcomes: *List of reports, recommendations, policies, processes, services, or other expected products from the project. Remember that deliverables are things, not actions. Number each deliverable.*

The deliverable is a **Comprehensive County Facilities Plan**, which lays out a roadmap for achieving the Strategic Plan objectives for County facilities. The Plan will contain the following three elements, addressing Goal 4A in the Strategic Plan:

(1) Service Delivery Plan

A written document that includes research, analysis and recommendations relative to all services provided by the County, and how and where they will be delivered. The plan will consider partnering with other government and community based entities, community/customer access to services and other criteria, including centralized vs. decentralized services.

(2) Real Estate Plan

A written document that includes research and analysis of County owned real estate assets and leased facilities, and recommendations for how they will be developed and used to meet the goals established in the Service Delivery Plan. The plan will consider co-location with other entities, County goals, such as climate protection and sustainability, and other criteria. A conceptual facility approach will be described including identification of capital improvement costs and other financial impacts.

(3) Financial Plan

A written document that includes options, analysis and recommendations for funding the capital improvements and related costs associated with the Real Estate Plan. The financial plan will also include an analysis of potential surplus real estate which could be leased, sold or developed in partnership with another entity to help offset costs.

Project Owner: *The Project Owner provides or locates funding and resources for the project, approves project work plans, timelines, and budget, guides and directs the project manager, and in concert with the project manager delineates roles and responsibilities of the manager and project team. Overall they ensure successful completion of the project.*

General Services Department

Project Manager(s): *The project manager is responsible for ensuring that project planning, execution, and reporting occur. For purposes of the project, reports to Project Owner (though may be the same person).*

Architecture Division Manager (with Real Estate Division Manager as back up) – While the Facility Operations Division is not part of the project management structure, it will play an integral part in developing and assessing the Plan.

Other Departments Involved: *Please list those departments whose participation or support is necessary in order for the project to be completed.*

All County departments – see attached organization chart defining role, responsibilities and make-up of key project management and work group committees

Start/Finish: *No sooner than July 2008 for new or future projects*

Start: August 2008 (assuming redirection of funding and conversion of existing staff position are approved)
Finish: November 2011 (approximate target date)

Background/Summary: *(Optional)*

The proposed approach to this part of the Strategic Plan is to address multiple facility related issues related to Goal #4A into one project titled “Comprehensive County Facilities Plan” with one charter, one project organization and one coordinated work plan and schedule. The overall project would be managed by the Architecture Division under a new, yet-to-be-hired, project manager position, with the Real Estate Division as back-up. A single consultant team will be selected and contracted for all consultant services related to the facilities plan.

Resources Required: *Please note the name of the county department and whether existing and/or new personnel will be required, as well as any external resources. Note role they will play (examples would be Project manager, Subject Matter Experts, IT support, Project team member, etc): check box for existing or new.*

See attached Project Organization Chart and Roles and Responsibilities descriptions

	Role	Existing	New
Project owner dept. staff	Project manager	Yes*	
Other county dept. staff	Coordinating Committee	yes	
Other county dept. staff	Facilitating Committee	yes	
Other county dept. staff	Finance Committee	yes	
Other county dept. staff	Department Liaisons	yes	
External staff			
• Consultants (legal, technical, process, etc)	Real Estate, Planning		yes
• Community Based Organizations	Stakeholder	yes	
• Gov't or partnering agencies	Stakeholder	yes	
• Other			
Monetary resources – \$150,000 requested for Phase 1 Preparation - see Comments	Consultant, Staff time	Yes**	

* Project Manager is an existing vacant position proposed for conversion to a higher level job class.

**Existing funding has been identified in the Capital Budget proposed to be redirected to this project

Policy Review: *List and briefly describe Board of Supervisors or CAO policies that need to be considered and/or resolved before the project can be completed.*

Several policy issues will need Board direction as this project proceeds including: service delivery, facility use, development of County property [i.e. building heights, development density (i.e. Floor Area Ratio – “FAR”), parking ratios, etc.], formation of public/private partnerships, use or disposition of real estate assets, and use of County financial assets including long-term financing.

Assumptions/Constraints: *List any major assumptions and or constraints important to the project’s success.*

The primary assumption is that the Strategic Plan objective is to “re-invent” County facilities to meet the strategic objectives and that most, if not all, general government facilities will be considered and possibly reconfigured. The planning covered by this Charter is the first phase of a multiyear implementation project that will also include subsequent phases such as funding, design, procurement and construction.

Other assumptions related to the planning:

1. Redirection of funding and conversion of an existing vacant position will be timely approved to allow an August 1, 2008 start
2. While General Services will bring in-house and contracted resources to bear on this project, it is assumed that County departments will be able to devote the time and resources needed for this project at the same time they are working on other strategic projects. This is especially true for the Service Delivery Plan which will require varying degrees of involvement, coordination and input from all departments. General Services and the consultant will provide the template and facilitation to assist departments in visioning their future service delivery plans.
3. The same consultant team will provide all consultant services throughout the project
4. Staff recruitment to fill the converted vacant position will occur concurrently with consultant selection
5. The County Administration Center will be retained by the County for the long term and it will be the primary location for centralized programs and services including government administration and criminal justice functions
6. Adult detention facilities plan will be developed under the Criminal Justice Master Plan and incorporated into the Real Estate Plan
7. All or parts of Los Guilicos will be retained by the County for the long term
8. All or parts of the Chanate Complex may or may not be retained by the County for the long term
9. The future of the Veterans/Community Center Buildings is being studied under separate effortst. These buildings may be considered relative to decentralized service delivery. In any event the projects will be coordinated and the results incorporated into the Real Estate Plan.
10. Other Strategic Projects that relate to this project (see next section) as well as climate protection initiatives will be coordinated with and incorporated into the Comprehensive County Facilities Plan,
11. Other Strategic Projects that relate to this project and which will provide information relative to service delivery and/or facility needs will be conducted using a schedule that supports the Comprehensive County Facility Plan.
12. Discussions with outside entities will be coordinated with other Strategic Projects that require similar discussions with the same entity

Project Interdependencies and Inputs: *List by project name any other projects or initiatives upon which this project is dependent. Also note any projects or initiatives dependent upon this project.*

Numerous other Strategic Plan projects, as well as other County efforts, will influence how and where the County delivers services, with implications for this Project that will be incorporated as information becomes available.

Risks: *(Optional)*

1. Ability of County departments to devote the necessary time and resources to this project, especially the Service Delivery Plan.
2. Potential for “analysis paralysis” or scope creep by interjecting other factors or “moving parts” such as: assuming a radical new way of using web technology that eliminates the need for facilities; assuming everyone will telecommute, eliminating the need for facilities, etc.
3. State Administrative Office of the Court (AOC) decision relative to location of new court building.
4. Long term plans for Sutter Hospital
5. Willingness and timeliness of outside entities to partner with County
6. Ability to implement, coordinate, and deliver the multiple number of interrelated work efforts that will impact the Comprehensive Facility Plan
7. County’s ability to fund the proposed Real Estate Plan
8. Meeting expectations raised by the Real Estate Plan
9. Economy’s impact on development plans and value of assets
10. Economy’s impact on the cost of construction
11. Public acceptance of the Real Estate Plan
12. Public support for any new voter approved resources

Exclusions: *Use this section, if necessary, to clarify what **will not** be addressed by the project.*

- Criminal justice program and facilities planning is being done under separate projects (Criminal Justice Master Plan and Juvenile Justice Master Plan) and will be incorporated into the Comprehensive County Facilities Plan.
- Veterans/Community Center Buildings are not included but are being considered under separate efforts (including the Major Repairs and Replacement Funding project) and will be incorporated into the Comprehensive County Facilities Plan.
- This planning project will address general government facilities only and will not include Airport, Fairgrounds, Road Yards, Refuse Sites, Water Agency Facilities, Regional Parks, Open Space or other enterprise fund or special district facilities.

Milestones: *Note key events marking project progress*

A detailed project schedule has not been developed and the following milestones are subject to change. A very preliminary work plan scenario suggests five phases, each with a report to the Board of Supervisors as the key milestone for the subproject. The work efforts for the different subprojects will run concurrently. The phases are:

1. Preparation – confirm work plan, form project management teams (see attached Project Organization Chart), hire project manager, select consultant (prepare Request for Proposal, receive and evaluate proposals, interview and establish order of preference), develop scope of work in conjunction with selected consultant, negotiate fees and contract, and submit to Board – Milestone #1 report to Board and execute consultant contract.
2. Service Delivery Vision: inventory County services, identify which services can and should be co-located, identify opportunities to partner with other entities, and establish location criteria for the centralized and decentralized services (including consideration of impact on climate protection). Focus groups, community input and GIS mapping of client locations will be used in forming options and solutions. – Milestone #2 report to the Board with a recommended Service Delivery vision.
3. Real Estate Plan: assess County facilities and real estate, determine best and highest use, development potential and value; based on Service Delivery vision, develop options to meet service delivery needs; evaluate options and select a recommended option. The study will consider facility impact on the Climate Protection Action Plan – Milestone #3 report to the Board with a recommended Real Estate vision.
4. Financial Plan: based on Service Delivery and Real Estate visions, establish capital funding objectives, develop options to meet objectives, evaluate options, including sale, lease or development of surplus real estate, and recommend a financial plan to pay for the implementation of the Real Estate vision – Milestone #4 report to the Board with a financial plan proposal.
5. Final Report: revise and finalize all three elements of the Plan to align with the policy direction of the Board and to coordinate the Service Delivery, Real Estate and Financial objectives – Milestone #5 report to the

Board with the final Comprehensive County Facility Plan.

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	8/1/08	Medium (depends on funding and staffing approval)
Milestone 1: Work Plan and Consultant	5/1/09	Medium
Milestone 2: Draft Service Delivery Vision	1/1/010	Medium
Milestone 3: Draft Real Estate Vision	10/1/10	Medium
Milestone 4: Draft Financial Plan	5/1/11	Low
Milestone 5: Final Report	11/1/11	Low
Project End Date:	11/1/11	Low

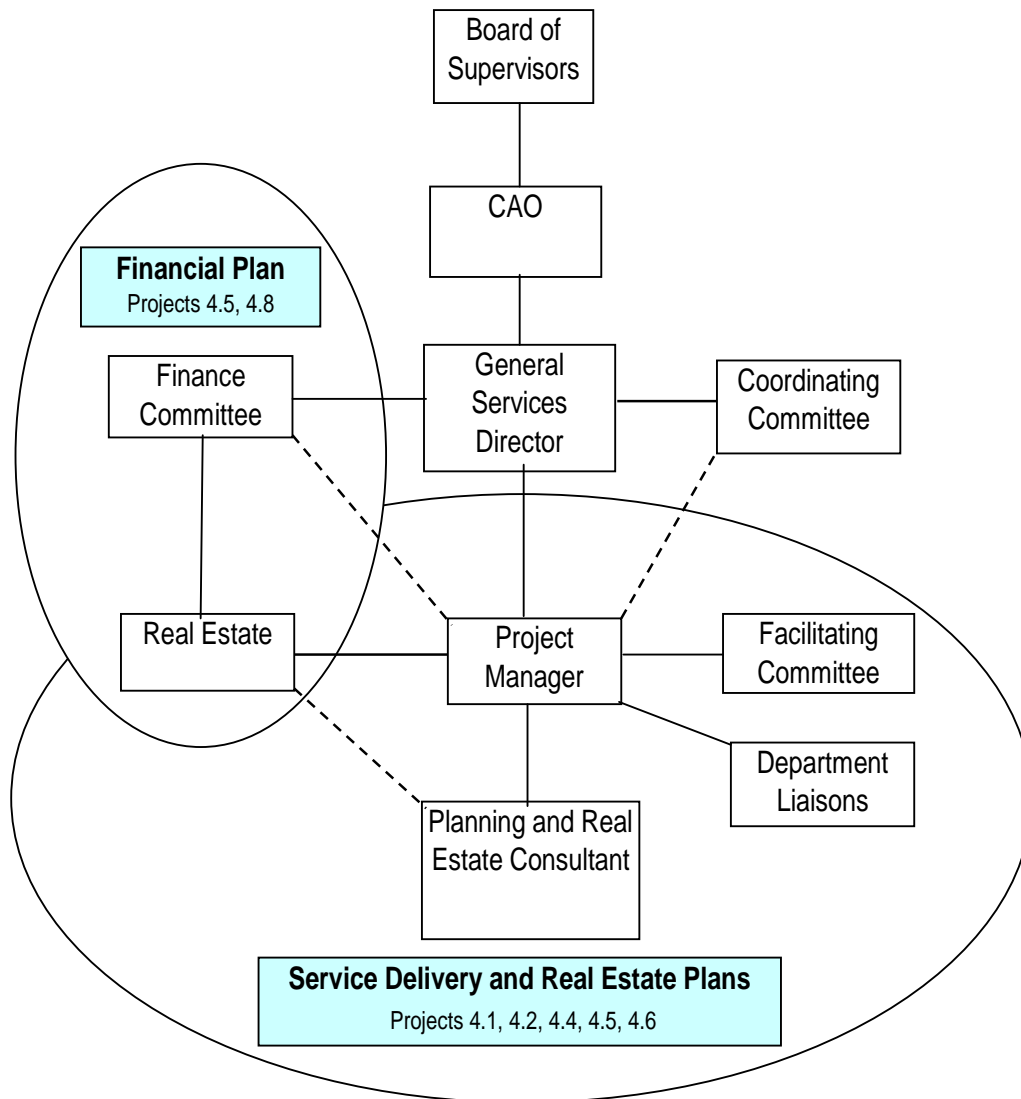
Project Status: *For those projects underway, please note the date and indicate Green (low concern) Yellow (moderate concern) or Red (high concern) that project will exceed timeline, budget or scope.*

- “Courthouse Ownership Transfer” is underway with transfer negotiations to be completed summer 2008. This subproject is on its own schedule and will be presented to the Board separately. The results of the effort will be incorporated into the Comprehensive County Facilities Plan.
- “Real Estate Plan Phase I” is nearing completion and will be submitted for review and approval separately. This project develops and evaluates different scenarios for the central County Center campus to assist in dealing with the potential future projects, i.e., expanded jail, new courthouse, etc. The results will inform the subsequent phases and be incorporated into the Comprehensive County Facilities Plan.

Comments:

The total cost of this project is unknown at this time. The scope and complexity of the proposed work is substantially different from other planning and feasibility studies undertaken by the County. Therefore, there is no comparable project to use to estimate the cost. Phase 1 will not only set up the project team and hire a consultant, but define the scope of work and cost of the subsequent phases. Phase 1 includes research of similar efforts at other counties and, after the consultant has been selected, an initial contract with them is proposed in which the scope and cost for the remaining phases can be jointly determined and negotiated.

Comprehensive County Facility Plan Project Organization Chart



Comprehensive County Facilities Plan (Goal #4) Roles and Responsibilities

Group Name	Members	Role and Responsibilities	Time Commitment
General Services Director	Jose Obregon	Project owner; provide guidance and feed back; make decisions relative to General Services policy and objectives; approve project scope and budget; approve consultant agreement; report to County Administrator and Board of Supervisors	As needed.
Coordinating Committee	Department Heads representing the 5 functional groups (Administrative Support/Fiscal Services, Justice Services, Health and Human Services, Development Services and Other County Services); Committee Chair is County Architect	Provide advice and feedback to General Services Director; review and comment on consultant RFP, project reports and deliverables; provide advice on policy issues and reports to the CAO and Board; each member is asked to represent other departments in their functional group as well as their own.	Meetings as required - approximately one every 3 to 4 months; time to read and comment on submittals and drafts of deliverables.
Project Manager	Architecture Division - project manager to be determined	Define the work effort and the work plan; manage project schedule and budget; coordinate and facilitate the consultant selection process; prepare draft RFP; organize and run Facilitating Committee meetings; manage the selection process; negotiate the scope and fee with the selected consultant; prepare and submit the contract for approval; report to the General Services Director, Coordinating Committee, and Finance Committee; coordinate all communications; review reports and deliverables; prepare, submit reports and presentations to BoS	Time commitment to be determined during the preparation phase. Will require support from other Architecture Division staff.

Facilitating Committee	Senior managers representing the 5 functional groups, Real Estate Manager, Project Manager. Committee Chair is the Project Manager.	Provide feed back and advice to the Project Manager; act as the selection committee for the consultant selection - meetings, review of RFP, review and judge submittals, participate in interviews, assist in reference checking; review and comment on submittals and drafts; meet with consultants as needed; provide data and information as requested by consultant; provide constructive criticism; review and agree on reports being submitted to the General Services Director and County management. Members are asked to represent all departments in their functional group as well as their own.	Meetings as required by the phase of the work - meeting schedule to be developed in the preparation phase - assume average of once per month; time to review and comment on submittals, drafts, etc.; time to gather data and information.
Real Estate Manager	Mike Wagner	Act as back up to the Project Manager; subject matter expert relative to real estate issues and transactions; provide advice and feedback to Project Manager; report to Finance Committee; participate in the consultant selection process - provide input for and review of the RFP, review and comment on submittals, participate in interviews; oversee property appraisals; provide guidance and oversight for best and highest use assessments; provide input for various finance and project delivery options; other support as needed.	Attend all Committee meetings; time to review and comment on submittals and drafts; gather data and information;

Finance Committee	Same members as on the Adult Detention Finance Committee: Jim Andersen, Rod Dole, Jennifer Murray, Paula Shimizu, Mike Wagner, Jonathon Kadlec. Chair: Jose Obregon	Develop options for financing facility development; review and comment on appraisal information; evaluate finance options; report to and advise the General Services Director.	Meetings as required: assume one meeting every 3 to 4 months; time to review and comment on submittals and drafts; time to gather data and information.
County Liaisons	Deputy or Assistant Directors – all County Departments	Provide data and information (surveys and interviews); review and comment on submittals and drafts; provide subject expert input as needed.	Provide support throughout the project with time commitments as required by the phase of the work including: attend meetings as required; gather data and information; review and comment on submittals and drafts. A more precise definition of time commitments will be developed during the Preparation Phase.