



Strategic Planning Implementation Project Charter

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

Strategic Plan Project #41: Major Repairs and Replacements (MR&R) Funding

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.*

This project consists of two phases

Phase 1

The first phase of the project will identify MR&R funding needs and develop funding options. Phase 1 deliverables are:

1. RFP and consultant contract to assist with data driven methodology
2. Methodology for determining required MR&R investments and time lines
3. Through evaluation of best management practices (BMP), create a process for distributing MR&R costs to facility users
4. Using BMPs, identify options for charging users and/or use of other funding methodologies for MR&R
5. Report outlining MR&R funding needs, funding sources, methodology and allocation options.

Phase 2

The second phase of the project is policy development and implementation. Phase 2 deliverables are:

1. Budget mechanism for collecting and distributing the funding
2. Process for determining when and how the funding will be used
3. Recommended policy for MR&R funding for CAO and Board review, which may include initiating funding for MR&R and a process to evaluate the methodology and adjust it in the future.

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

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).*

General Services Deputy Director (Paula Shimizu)

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

General Services, Information Systems (relative to radio sites), Auditor and County Administrator's Office. Assuming the policy includes charging each County department for their share of the MR&R cost, every department would be involved.

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

Start: 1/01/09

Finish: 4/15/10 (Estimated. May dovetail with financing effort in Comprehensive Facilities Plan charter.)

Background/Summary: *(Optional)*

County owned buildings and facilities require ongoing maintenance, repairs and replacements in order to keep them operational and functional for their intended purposes. This means that, from time to time, major facility components need to be repaired or replaced, such as roofs, mechanical and electrical equipment, paving, etc. Timely repair and replacement of building components is critical to safeguarding the facility investments made by the County. By definition, "major repairs and replacements (MR&R)" exceed \$25,000 and are considered capital projects. MR&R projects differ from capital improvements in that MR&R projects may not increase the use, life or value of an asset but they are necessary to safeguard and maintain the use and life of the asset and prevent the loss of value. MR&R projects have been traditionally funded by the General Fund through the Capital Project Budget and must compete with other projects for limited capital funds. As a result, funding for MR&R has been unreliable and inconsistent, and has never reached a level that is adequate to fully sustain the facilities and avoid emergency shut downs and repairs. The purpose of this project is to develop a process and policy that will provide adequate and reliable funding for MR&R, including a data-driven methodology to determine an appropriate amount of funding and identification of the sources for the funding. The project will address County owned facilities currently in the inventory and provide a process that would be applied as facilities enter or exit the County inventory. The project will also define roles for on-going management oversight of the MR&R funding program which will include both continuing evaluation and refinement as well as ownership to see that the process is carried out each year and gets changed as necessary to adapt to changing conditions.

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.*

	Role	Existing	New
Project owner dept. staff	Project manager	yes	
Other county dept. staff - ISD, Auditor	Work group	yes	
Other county dept. staff - CAO	Policy direction	yes	
Other county dept. staff - Adult Detention Finance Committee	Finance Committee	yes	
All general government county departments	Stakeholders	yes	
External staff			
• Consultants (legal, technical, process, etc)	Develop data driven methodology and perform data collection		yes
• Community Based Organizations			
• Gov't or partnering agencies			

• Other			
Monetary resources		yes	\$100,000

Milestones: *Note key events marking project progress*

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.*

A recommendation will be made to the Board regarding a policy for providing ongoing funding for major repairs and replacements (MR&R) at County owned facilities. The policy will address how MR&R costs will be determined, how those costs are distributed to the users, present potential funding sources and how the funding will be budgeted. A one time MR&R “catch-up” initiative may be part of the strategy to be followed with an on-going funding and implementation program. This policy will be coordinated with Administrative Policy 5-2 “Policy for Capital Project and Asset Responsibility.”

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

1. Assume staffing, consultant and financial resources are available to identify MR&R funding needs, develop funding options and implement policy within project milestone dates.
2. Assume Board of Supervisors will approve recommended policy.
3. Assume that County programs that receive State or Federal funds would be assimilated into the process.

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.*

This project may be influenced by the following Strategic projects:
 General Fund Fee Revenue Enhancements
 Comprehensive County Facilities Plan
 Performance Measurement (PM) Pilot Project: One performance measurement baseline for General Services is derived from facilities condition assessment data. The capacity to meet performance measurement objectives with regard to facilities is tied to MR&R funding strategies.

Risks: *(Optional)*

1. Facility users' resistance to increases in their costs
2. Inability of Federal, state, or County revenue sources to support strategic MR&R investments
3. Inability to obtain consultant to develop data driven methodology and perform facility condition assessment
4. Incorrect or inadequate MR&R funding projections
5. Disagreements between funding entities and facility managers regarding the timing, scope, or need for MR&R

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

This project will address MR&R funding for County general government facilities only and will not include facilities managed by TPW (i.e. roads, airport, transit, etc.), Regional Parks, Water Agency, Fairgrounds or other enterprise funds or special districts. However, nothing would prevent the managers for these facilities from evaluating and adapting the methodology and processes for their own use.

Phase 1

- Engage stakeholders, estimate scope, work effort, and project timeline
- Engage resources required through RFP process to develop data driven methodology and conduct condition assessments of County owned facilities
- Contract with resource upon Board approval
- Identify MR&R investments and time lines
- Provide mid-effort report
- Update stakeholders and obtain feedback

Phase 2

- Develop draft MR&R funding policy
- Share draft MR&R funding policy with stakeholders and obtain feedback
- Draft Board report requesting approval of recommended MR&R funding policy
- Identify and enable on-going "owners" responsible for initiating, maintaining and evaluating the program
- Implement adopted MR&R funding policy in the annual budget

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	01/01/09	High
Milestone 1: Engage stakeholders, estimate scope, work effort and project time line	02/15/09	High
Milestone 2: Engage resources required through RFP process	05/15/09	Medium
Milestone 3: Contract with resource	07/15/09	Medium
Milestone 4: Identify MR&R investments and time lines	10/15/09	Medium
Milestone 5: Provide mid-effort report	11/30/09	Medium
Milestone 6: Update stakeholders	12/15/09	Medium
Milestone 7: Develop draft policy	12/31/09	Medium
Milestone 8: Share draft with stakeholders and obtain feedback	02/01/10	Medium
Milestone 9: Draft Board report	02/30/10	Medium
Milestone 10: Implement policy	04/15/10*	Medium

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.*

Comments:

*Estimated completion date. May dovetail with financing effort in the Comprehensive Facilities Plan charter.

Group Name	Members	Role and Responsibilities	Time Commitment
General Services Director	Jose Obregon	Project owner; provide direction and final decision as to policy recommendation.	As needed.
Project Manager	Paula Shimizu	Manage the project; facilitate meetings of the work group and Finance Committee; coordinate the consultant selection process and oversee condition assessment work performed by consultant; communicate with policy group and stakeholders; prepare mid-effort report, draft policy and prepare Board item.	Time commitment to be determined. Estimate 10 – 15 hours per month for duration of project.
MR&R Funding Work Group	Auditor, Regional Parks, ISD, and General Services Architect, Fac Ops and Admin staff	Identify MR&R funding needs; review data driven facility condition assessment information; develop, review and recommend options for MR&R funding policy	Anticipate one initial meeting during milestone 1 and approximately 2 meetings between milestones 4 and 5 with meetings as required thereafter.
Policy Group	County Administrator's Office and Board of Supervisors	Provide policy direction and approval	As needed.
Finance Committee	Same members as on the Adult Detention Finance Committee: Rod Dole, Jose Obregon, Jim Andersen, Jennifer Murray, Paula Shimizu, Mike Wagner, Jonathan Kadlec	Review funding options and recommendations from MR&R Funding Work Group; provide input and direction on viable options	Time for review and meetings to discuss options and make recommendations. Initial review could be done electronically. Anticipate 2 to 3 meetings as necessary.