

Agency Abbreviation – Agency Name
Agency Operational Master Plan
Date

Agency Logo

Executive Branch
Department Name
Operational Master Plan

Insert Photo

Approval Signatures

Agency Director:

OSP : _____ Date

_____ Date

TABLE OF CONTENTS

Part 1: Introduction

- 1.1 General Scope of Planning Document
- 1.2 Authors of the Plan
- 1.3 General Process Used to Develop the Plan
 - 1.3.1 Involvement of Staff, Stakeholders and Clients
 - 1.3.2 Involvement with the Surrounding Community
 - 1.3.3 How Information from Participants was Incorporated into the Plan
- 1.4 Other Pertinent Information

Part 2: Agency Overview

- 2.1 Department Mission Statement, Vision, Executive Summary, and Organizational Chart
- 2.2 Department History
- 2.3 Enabling Relevant Statutes
- 2.4 Overall Department Economic Data/Budget Detail
- 2.5 General Overview of Individual Divisions
 - 2.5.1 Division *(Name)*
 - 2.5.1.1 Division Mission Statement, Vision, & Executive Summary
 - 2.5.1.2 Overview of Service Delivery Area(s) Served and Regions
 - 2.5.1.3 Overview of How the Division Interacts with Clients, Customers, Staff, Stakeholders, Funding Partners, and the Surrounding Community
 - 2.5.1.4 Overview of Division Funding
 - 2.5.1.5 Overview of Supporting Programs and Program Size
 - 2.5.2 Division *(Name) (As many as required, number each division sequentially)*
 - 2.5.2.1 Division Mission Statement, Vision, & Executive Summary
 - 2.5.2.2 Overview of Service Delivery Area(s) Served and Regions
 - 2.5.2.3 Overview of How the Division Interacts with Clients, Customers, Staff, Stakeholders, Funding Partners, and the Surrounding Community
 - 2.5.2.4 Overview of Division Funding
 - 2.5.2.5 Overview of Supporting Programs and Program Size
- 2.6 Overview of Agency Policies, Staff, Procedures, Processes for Facilities Management
 - 2.6.1 Facility Management Structure, Roles, and Responsibilities
 - 2.6.2 Facility Maintenance Strategy (Routine, Preventative, Long Term)
 - 2.6.3 Guidelines for Space Allocation
 - 2.6.4 Leasing Policy
 - 2.6.5 Prioritization Process for Capital Construction, Controlled Maintenance Requests
 - 2.6.6 Unique Federal and State Requirements for Building Codes, Standards, and Certifications
- 2.7 Summary of Existing Agency Documents and Reports
 - 2.7.1 Agency Facilities Master Plans
 - 2.7.2 Current Facilities Inventory List
 - 2.7.3 Current Facilities Assessment Report
 - 2.7.4 Capital Construction and Controlled Maintenance 5 Year Plans
 - 2.7.5 Agency Facility Program Plans
 - 2.7.6 Agency Technology Master Plans
 - 2.7.7 Agency Energy and Water Use Reporting
 - 2.7.8 Other Executive Orders Applicable to Agency

Agency Abbreviation – Agency Name
Agency Operational Master Plan

Agency Logo

Date

Part 3: Programmatic Needs and Future Trends

- 3.1 Staff Size, Distribution
 - 3.1.1 By Origination Unit
 - 3.1.2 By Geographical Area
- 3.2 Clientele Types and Size Served
 - 3.2.1 Distribution throughout State
- 3.3 Unique Security Challenges
- 3.4 Future Trends
 - 3.4.1 Demographic Changes and Impacts
 - 3.4.2 Anticipated Funding Changes and Impacts
 - 3.4.3 FTE Trends by Division
 - 3.4.4 Technology Changes and Impacts
 - 3.4.5 Energy Usage Goals
 - 3.4.6 Anticipated Real Estate Needs

Part 4: Summary

- 4.1 Initiatives that affect Facilities
- 4.2 Energy and Technology
- 4.3 Facility Adequacy/Inadequacy Overview
- 4.4 Identification of Future Planning Studies

PART 1: INTRODUCTION

1.1 General Scope of Planning Document

The purpose of this long-range planning document is to provide the Agency a plan to manage their facilities by determining a longer-term understanding of their current and future programmatic needs and the space planning parameters for the services they deliver. This document is a snapshot of the Agency at the time of its writing combined with a forecast of future program changes that will require modifications to the facilities. In addition to being a tool for long-range planning, it will become the justifying basis for a future request for capital construction.

In this section, with the above in mind, describe the parameters used to set the scope of this document, how this document will be relied upon over time, and what criteria was and/or was not considered in its preparation.

1.2 Authors of the Plan

In this section, list the authors, stakeholders, consultants, and any other contributors that helped gather and distilled this information. If future projections or trends relied on outside sources, identify those sources and the nature of the information relied upon.

1.3 General Process Used to Develop the Plan

Describe from where and how the information was gathered. This could include existing databases (identify which ones were used), new building surveys that were required to supplement existing data, internal program updates, client surveys, or from other historical sources. Identify the date of the information used.

1.3.1 Involvement of Staff, Stakeholders and Clients

Indicate which groups were included and why. Explain how the information contained in this document was gathered, i.e. interviews, workshops, surveys, interviews, etc.

1.3.2 Involvement with the Surrounding Community

Indicate the level of interaction with the surrounding public community, local governments and how the input was obtained.

1.3.3 How Information from Participants were Incorporated into the Plan

Explain how information obtained from the participants influenced the plan and incorporated in the plan.

1.4 Other Pertinent Information

Identify if consultants or other outside factors influenced the content of this plan.

Date

PART 2: AGENCY OVERVIEW

2.1 Department Mission Statement, Vision, Executive Summary, and Organizational Chart

The **mission statement** is a brief statement that explains the purpose of the organization, why the agency exists, and which customers it serves if applicable.

The **vision** paints a picture of a desired future, one that is both challenging, yet possible to attain. It defines and provides an optimistic view of where the organization wants to be in the future.

Provide an **executive summary** or agency description providing an overview of the agency. This summary should include the **core values** (those ideas and beliefs that really matter to the organization), the **enduring tenants** to guide the work of the organization and other information that will explain the **goals and objectives** (the result or outcome the agency is trying to achieve). Furthermore, discuss the relationship between the Agency goals and the overall goals of the State.

Provide an organizational chart for the department.

Information should align with the department’s Performance Plan.

2.2 Department History

Provide a brief overview of how the agency came about and how it has changed over the years.

2.3 Enabling Relevant Statutes

List the relevant enabling Statutes that establish the parameters for the department.

2.4 Overall Department Economic Data / Budget Detail

(Insert into the chart below the most current information.)

Divisions/Offices	FTE’s	Total Square Footage	Funding Amounts			
			General Fund	Cash Funds	Re-Appropriated Funds	Federal Funds
Totals						

Date

Describe the funding streams for the department and the divisions and how they have changed historically in the past 5 years and any anticipated changes to these funding streams in the next 5 years. Describe how changes to future funding might impact the department and divisions.

2.5 General Overview of Individual Divisions

Provide a general overview of the department's individual divisions as outlined below.

2.5.1 Division Name *(Insert division name.)*

2.5.1.1 Division Mission Statement, Vision, Executive Summary

The **mission statement** is a brief statement that explains the purpose of the division/office, why it exists, and which customers it serves if applicable.

The **vision** paints a picture of a desired future, one that is both challenging, yet possible to attain. It defines and provides an optimistic view of where the division/office wants to be in the future.

Provide an **executive summary** or division description providing an overview of the division. This summary should include the **core values** (those ideas and beliefs that really matter to the division), the **enduring tenants** to guide the work of the division and other information that will explain the **goals and objectives** (the result or outcome the division is trying to achieve). Furthermore, discuss the relationship between the division goals and the overall goals of the State.

Describe the overall management structure of the division including regional supervisory structure if applicable.

Provide an organizational chart for the division.

Provide a map showing all facilities occupied by the division and a map of the regions served where applicable.

Information should align with the department's Performance Plan.

2.5.1.2 Overview of Service Delivery Area(s) Served and Regions

Describe the areas and/or regions the division serves. In this description, provide information as to why or how the areas were established (geographically, population types, etc.).

2.5.1.3 Overview of How the Division Interacts with Clients, Customers, Staff, Stakeholders, Funding Partners, and the Surrounding Community

Describe the division relationship to the various groups mentioned above.

2.5.1.4 Overview of Division Funding

Provide a descriptive overview of the division funding structure and totals as listed in 2.4. This description should explain how funding from variable sources i.e. cash funds, grants, etc might affect

2.5.2 Division Name *(This is a duplication of 2.5.1 with a sequential number for each division.)*

2.5.2.1 Division Mission Statement, Vision, Executive Summary

The **mission statement** is a brief statement that explains the purpose of the division, why it exists, and which customers it serves if applicable.

The **vision** paints a picture of a desired future, one that is both challenging, yet possible to attain. It defines and provides an optimistic view of where the division/office wants to be in the future.

Provide an **executive summary** or division description providing an overview of the division. This summary should include the **core values** (those ideas and beliefs that really matter to the division), the **enduring tenants** to guide the work of the division and other information that will explain the **goals and objectives** (the result or outcome the division is trying to achieve). Furthermore, discuss the relationship between the division goals and the overall goals of the State.

Describe the overall management structure of the division including regional supervisory structure if applicable.

Provide an organizational chart for the division.

Provide a map showing all facilities occupied by the division and a map of the regions served where applicable.

Information should align with the department's Performance Plan.

2.5.2.2 Overview of Service Delivery Area(s) Served and Regions

Describe the areas and/or regions the division serves. In this description, provide information as to why or how the areas were established (geographically, population types, etc.).

2.5.2.3 Overview of How the Division Interacts with Clients, Customers, Staff, Stakeholders, Funding Partners, and the Surrounding Community

Describe the division's relationship to the various groups mentioned above.

2.5.2.4 Overview of Division Funding

Provide a descriptive overview of the division funding structure and totals as listed in 2.4. This description should explain how funding from variable sources i.e. cash funds, grants, etc might affect program delivery. Also, include how the requirements of any federal funds (especially ones with a matching state contribution) would affect program delivery and duration.

Discuss how funding for this division has changed in recent years and the affect on future changes or needs of the division.

2.5.2.5 Overview of Supporting Programs and Program Size

Briefly describe each of the programs of the division, their functions, their interactions with the public, and their internal interaction within the division.

2.6 Overview of Agency Policies, Staff, Procedures, Processes for Facilities Management

2.6.1 Facility Management Structure, Roles, and Responsibilities

Describe the Agency's internal capacity to manage capital program projects and the management system to do so. List the architects, engineers, project managers, or other qualified individuals on staff, capable of managing capital projects and their roles in doing so.

If outside contractors are used, then identify which tasks they perform.

2.6.2 Facilities Maintenance Strategy (Routine, Preventative, Long Term)

Describe the strategy used to maintain existing Agency facilities. How is a maintenance issue identified (annual inspection, testing, a visual walk-thru, etc.) prioritized, and resolved? Are engineers, consultants, architects, or others included in the decision-making and prioritization?

Describe the process for developing the 5-year & 10-year maintenance plans and updating the plans.

2.6.3 Guidelines for Space Allocation

Describe the current guidelines, if any, used for allocating space for various types of functions/activities i.e.; closed offices, open office plan, work/copy rooms, file storage, storage, laboratory, maintenance, etc.

2.6.4 Leasing Policy

Describe the Agency's leasing strategy. If occupying both State owned facilities and commercially leased space, how the decision is reached as to which divisions/programs are in which type of space. How does leasing offering the Agency flexibility with their space requirements? What are the issues of leasing commercial space?

2.6.5 Prioritization Process for Capital Construction, Controlled Maintenance Requests

Describe how an Agency selects and prioritizes project submissions for capital construction and controlled maintenance requests.

2.6.6 Unique Federal and State Requirements for Building Codes, Standards, Certifications

Identify unique requirements that apply to the Agency i.e. Davis Bacon Wages, HIPAA compliance, etc.

2.7 Summary of Existing Agency Planning Documents and Reports

Provide a list of existing documents and reports along with the year created. Also identify any other relevant planning efforts undertaken by the Agency; including facility needs assessments, and facility inventories.

2.7.1 Agency Facilities Master Plan

Describe and identify most current facilities master plan either completed or ongoing. List the most recent date of the plan and provide the link for review.

2.7.2 Current Facilities Inventory List

Identify the inventory of facilities, the date of last update or need to update. Identify anticipated timing of future updates

2.7.3 Current Facilities Assessment Report

Identify any reports or assessment summary of facilities, date of last completion or need to update. Identify anticipated timing of future updates

2.7.4 Capital Construction and Controlled Maintenance 5 Year Plans

Identify the 5 year plans and their contents for capital construction, capital renewal and controlled maintenance.

2.7.5 Agency Facility Program Plans

Identify all facility program plans completed within the last 5 years or are currently underway. Provide link or copies for review.

2.7.6 Agency Technology Master Plan

Identify the most current (if applicable) Technology Master Plan. List the most recent plan and provide the link for review. If none exists, explain reasoning and/or future plans to provide one.

2.7.7 Agency Energy and Water Use Reporting

Identify the most recent data from EnergyCAP and provide a link or copy of a summary for review.

2.7.8 Other Executive Orders Applicable to Agency

Identify any other Executive Orders or Administrative Directives that may affect the operations of the Agency.

PART 3: PROGRAMMATIC NEEDS AND FUTURE TRENDS by DIVISION

3.1 Staff Size, Distribution

In this section, the objective is to provide information related to the number of full time employees, their locations, and the reason for them being located where they are. Based on the division and the programs they provide, explain how geography dictates the location of staffing, the location of the clients' that are being served will dictate staffing location, and/or if there are other factors affecting the location of staffing including no factors. Explain this rationale in this section.

3.1.1 By Organizational Unit

Based on the organizational chart for the division and programs, identify current staffing. A chart or other graphic can be used for this purpose.

3.1.2 By Geographical Area

Explain how geography determines the location of staff. Provide breakdowns by regions if appropriate. A chart or other graphic can be used for this purpose.

3.2 Clientele Types and Size Served

In this section, the objective is to provide information related to the clientele types and numbers served and where the demand is located. Show how the location of staff is associated with the clientele, assuming it is and if not explain why.

3.2.1 Distribution Throughout State

Explain and/or show how the clientele served are distributed throughout the state. A chart or other graphic can be used for this purpose.

3.3 Unique Security Challenges

Describe the unique nature of any security challenges for the department, division, or program resulting from its function, clientele, or location. Generally outline security procedures as currently instituted and any anticipated changes to those procedures. Identify inadequacies that need to be addressed in the near future.

3.4 Future Trends

In this section, the objective is to provide information related to projected future trends affecting a division and their programs. In Part #4 identify the impact on the Agency's facilities as a result.

3.4.1 Demographic Changes and Impacts

Describe how anticipated changes to the clientele make-up or location of that clientele will affect the division/office staffing and location of staff. Identify specific areas of anticipated change.

3.4.2 Anticipated Funding Changes and Impacts

Describe how anticipated or known changes to the funding stream will impact programs and staffing requirements including the location of that staff. Include a discussion of the impacts of programs with a defined timeframe have expired and the dates of such, i.e. program grants or timetables associated with a program mission statement.

3.4.3 FTE Trends by Division

Identify current FTE growth trends by division. What is the rate of growth for a division/office and what impacts does that have on staffing?

3.4.4 Technology Changes and Impacts

What technological changes are anticipated and will that impact the division/office or programs? Include a discussion of how technology could increase efficiency and the impact on staffing or facilities.

3.4.5 Energy Usage Goals

Explain how the Agency manages their energy usage and future reductions in terms of energy. Describe how EnergyCAP is being utilized to manage energy usage.

3.4.6 Anticipated Real Estate Needs

In this section outline the Agency's philosophy toward leasing commercially owned space versus leasing in a State owned facility. Is this approach a result of FTE fluctuations, short-term duration of programs, Agency performance goals, etc. Is an Agency's real estate needs anticipated to change as a result of projected changes to staffing, Clientele changes, program changes, development of a new type of space need (i.e. warehouse space, vehicle storage), or a present unmet need.

Part 4: Summary

In Part #3.4 future trends were identified. In this section, identify which Agency facilities will be impacted. In addition to facility impacts resulting from future trends, also describe facility impacts as outlined below.

4.1 Initiatives that affect Facilities

Describe how current Performance Plan, Executive Order or Administrative initiatives, or other mandates will affect the delivery system, current staffing, or facilities of the Agency. Identify timeframes associated with anticipated changes.

4.2 Energy and Technology

Identify steps completed and progress toward meeting the goals and directives in Executive Order D 2015-013 “Greening of State Government.”

Date of last feasibility study for Energy Performance Contracting (EPC) and timing for next one.

Identify plans and timing of technological upgrades.

4.3 Facility Adequacy/Inadequacy Overview

Provide a summary of the apparent facility adequacy and inadequacies. Identify which Agency facilities are adequate in terms of location, size, and overall ability to provide the service required of the staff. Identify which of these facilities have room for expansion or are underutilized.

Identify which Agency facilities are inadequate due to their location, size, or ability to support staff’s service delivery requirements. Identify the nature of the inadequacy and whether a remodel, relocation, or new construction would appear to be necessary. These recommendations should tie to the 5-year plans.

A Facilities Master Plan will delve deeper into and analyze the Agency facility needs and may have more detailed conclusions as a result. The Operational Master Plan should identify the apparent issues that will be investigated in the Facilities Master Plan.

4.4 Identification of Future Planning Studies

Provide a timetable for the completion of a Facility Master Plan, if known.

Identify future Facility Program Plans and timing.

Identify timing of completing new facility assessment studies or facility inventory updates.