

**STATE OF COLORADO
DEPARTMENT OF PERSONNEL & ADMINISTRATION
OFFICE OF THE STATE ARCHITECT
STATEWIDE PLANNING PROGRAM**



**FY 2017-18 *OPERATIONAL MASTER PLAN* SUBMITTAL GUIDELINES AND INSTRUCTIONS
FOR STATE AGENCIES**

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TABLE OF CONTENTS		Page(s)
1.0	<u>STATUTORY AUTHORITY</u>	
1.1	C.R.S. 24-30-1311	3
1.2	C.R.S. 24-30-1303(t)(l)	3
1.3	C.R.S. 24-37-304(a)	4
1.4	C.R.S. 24-1-136.5(2)	4
2.0	<u>OVERVIEW</u>	
2.1	Planning overview	4
2.2	Submittal Process	5
3.0	<u>CONTENTS DESCRIPTION</u>	
3.1	Part 1: Introduction to Planning Process	5
3.2	Part 2: Agency Overview and Program Information	5
3.3	Part 3: Programmatic needs and future trends	5
3.4	Part 4: Agency initiatives	6
4.0	<u>OUTLINE FORMAT</u>	
4.1	Introduction to Planning Process	6
4.2	Agency Overview and Program Information	6
4.3	Programmatic needs and future trends	7
4.4	Agency initiatives	7

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(For institutions of higher education refer to Colorado Department of Higher Education planning guidelines for preparation and submittal requirements for Operational Master Plans)

1.0 STATUTORY AUTHORITY

- 1.1 Statutory Authority C.R.S. 24-30-1311(3)(a), was created through Senate Bill SB15-270, establishing the duties and powers of the Office of the State Architect (Office) with respect to capital construction and long-range planning. The section states “*Each state agency shall **forward Operational Master Plans, Facilities Master Plans and Facilities Program Plans, and Five-Year Plans to the Office. The Office shall **review Operational Master Plans, and approve the Facilities Master Plans, Facilities Program Plans, and Five-Year Plans described in section 24-1-136.5.*****” The legislation gives the Office the authority to prescribe uniform policies, procedures, and submittal requirements for operational master plans, facilities master plans, facility program plans and five year plans for state department capital construction projects on state-owned or state-controlled land. Given this authority, these instructions/guidelines outline components to be included in the preparation of operational master plans and the criteria by which the Office will conduct operational master plan reviews.
- 1.2 C.R.S. 24-30-1303(t)(l), was modified in part through SB15-270, adding the responsibility to the Office to “*Make recommendations on capital construction and capital renewal project requests made by each state agency after the requests have been reviewed by the Office as specified in C.R.S. 24-30.1311, and submit recommendations for the same to the Office of State Planning and Budgeting. The State Architect may not recommend capital construction project requests if such projects are not included in the state agency’s facility program plan that is approved as required in section 24-30-1311, unless the State Architect determines that there exists a sound reason why the requested project is not included in the facility program plan.*”

- 1.3 C.R.S. 24-37-304(a), was modified in part through SB15-270, and continues to require the Office of State Planning and Budgeting to develop an annual plan for capital construction expenditures and adds, *“But the plan for capital construction expenditures must consider recommendations made by the Office for state agencies, and by the Colorado Commission on Higher Education for state institutions of higher education.”*
- 1.4 C.R.S. 24-1-136.5 (2), *“The executive director (heads of principal departments) shall review facilities master planning and facilities program planning for all capital construction, controlled maintenance, and capital renewal projects on department real property, regardless of the source of funds and shall submit for approval all such facilities master plans and facilities program plans to the office of the State Architect for approval”.*

2.0 OVERVIEW

- 2.1 Operational Master Planning is the first step in an agency’s long-range planning effort. These plans help each agencies manage their facilities and related infrastructure by developing a longer term understanding of the current and future programmatic needs and the space planning parameters for the services they deliver. The plan uses in-house expertise and resources along with the Office to profile and document the current agency’s mission, goals, programs, program delivery, service areas, management structure, FTE, facilities inventory, current planning efforts, service delivery strategies, funding sources, etc. It also identifies agency programmatic needs and objectives, and sets agency and programmatic priorities as directed by the agency’s management team. The plan may also include a brief overview of the current adequacy or potential deficiencies to existing facilities related to program service delivery. Some of the components of the plan can be incorporated from the agency’s Performance Plan that is submitted to OSPB annually. All of this is done in consultation with the Governor’s Office of State Planning and Budgeting (OSPB), agency staff, the Office of the State Architect (OSA) and its consultant. Programmatic needs and priorities identified in an Operational Master Plan should be set prior to assessing related facilities needs and solutions in a Facilities Master Plan.

- 2.2 Going forward, the Office requires that all state agencies create facility program plans (FPP's) as the basis to justify future requests for capital construction over \$500,000. Facility audits are required for all controlled maintenance and capital renewal project funding. The Operational Master Plan (OMP), in conjunction with Facilities Master Plan and Facility Program Plan form the basis for justifying the need for capital investment by the state. OMP's complement the agency's annual Performance Plan and is approved by the agency's executive director and OSPB. The OSA will review the OMP as part of the annual capital request process. OMP's will be valid for three years, after which time they can be recertified. Annual updates are available to keep the OMP current with each agency.

3.0 CONTENTS

In order to develop an Operational Master Plan, a state agency should work internally with agency leadership and staff, in cooperation with the OSA, to coordinate state and agency goals as set by the Governor's Office of Statewide Planning and Budgeting (OSPB) Performance Plan with a full description and needs assessment for each of the agency's programs. The plan should describe operational needs that include regional structure, division/office summaries and requirements, and basic square footage summaries. The OMP should also include the operational costs for the divisions, programs and the totals for the agency.

- 3.1 Part 1: Introduction
This section should include a detailed description of the agency, its mission, enabling statutes, and information explaining the purpose for developing the plan. It should include a list of the authors, stakeholders, consultants used and other essential contributors to the plan.
- 3.2 Part 2: Agency Overview
Generally, this section describes "who the agency is, what they do, and why they do it." It would include a description of its present mission and future goals along with the facilities infrastructure that serves all the programmatic needs. It is also important to connect the agency mission with other existing strategic or performance plans and/or goals defined by the executive branch.
- 3.3 Part 3: Programmatic needs and future trends
The space and proximity needs of the programs will describe the ideal environment for the agency to deliver its mission; or "what we need and where we are going". This section will detail the agency challenges or changes anticipated by the programs that have potential to impact existing facilities, create the requirement for new construction or decommissioning. It is also necessary for the plan to anticipate short and long term trends,

demographic changes, anticipated funding source fluctuations, and special equipment needs as programs evolve over time. This section should also summarize previous and current planning efforts and any recommendations made from those needs assessments.

3.4 Part 4: Agency initiatives

This section should give a final overview of any operations initiatives and describe the linkage of these to the agency Performance Plan and the overall planning process. Items that are known but not addressed should be highlighted or if there are any recommended strategies for improving operations as they relate to facilities.

4.0 **FORMAT/OUTLINE**

The operational master plan document should be organized, formatted and tabbed per this outline so information fitting within each of these sections can be reviewed and understood in logical order by various readers. The following outline shows the components necessary for a successful operational master plan. Not all the components may be applicable for every agency and some agencies may need additional sections. Consult with SPP staff in the development of planning documents and amendments to the instructions.

4.1 Part 1: Introduction

- General scope of the planning document
- Authors of the plan
- Process used to develop the plan
 - ✓ Involvement of staff, stakeholders and clients
 - ✓ Involvement of surrounding community
 - ✓ How information was incorporated into the plan
- Other information as required.

4.2 Part 2: Agency Overview

- Department role, mission, vision, executive summary and org charts (should align with Performance Plan).
- Overall history
- Enabling relevant statutes.
- Overall economic data, budget detail
 - ✓ Department chart summarizing budget, FTE, sq. ft., funding.
- General overview of Divisions (repeat with each Division)
 - ✓ Division mission statement, vision, summary, org charts
 - ✓ Overview of service delivery area served / regions
 - ✓ Overview of how division interacts with clients, stakeholders, funding partners, surrounding community
 - ✓ Overview of Division funding

- ✓ Overview of supporting programs, program size
- ✓ Program chart summarizing location, FTE, sq. ft., lease/own, funding.
- Overview of policies, staff, procedures, processes as they pertain to capital selection and facility management (if applicable)
 - ✓ Facilities management structure and roles, responsibilities of staff.
 - ✓ Facilities maintenance strategy (routine, preventative, long-term).
 - ✓ Relevant agency space allocation guidelines.
 - ✓ Leasing policy.
 - ✓ Controlled maintenance, capital construction and planning submission prioritization method.
 - ✓ Certifications/codes/standards (State and Federal)
- Summary of existing agency planning documents and reports
 - ✓ Facilities site master plans or overall master plan
 - ✓ Current facilities inventory list
 - ✓ Current facilities assessment report
 - ✓ Capital construction and controlled maintenance 5 year plans
 - ✓ Facility program plans
 - ✓ Technology plans
 - ✓ Agency energy and water management reports (EnergyCAP data)
 - ✓ Other Executive or Administrative Orders as applicable

4.3 Part 3: Programmatic needs and future trends

- Staff distribution.
 - ✓ By organizational unit.
 - ✓ By geographic area.
- Clientele types and size served.
 - ✓ Distribution throughout state
- Unique security needs
- Trends (from Performance Plan, as applicable)
 - ✓ Demographic changes and potential impacts.
 - ✓ Estimated funding changes and impacts.
 - ✓ FTE trends by division.
 - ✓ Agency technological changes and impacts.
 - ✓ Energy and water use reporting.
 - ✓ Other anticipated real estate needs.

4.4 Part 4: Summary

- Initiatives, executive orders, and other mandates affecting the Agency
- Energy and technology
- Facility adequacy/inadequacy overview.
- Identification of future needed planning studies.
- Other information pertinent to the Agency

This document can be found online at the OSA website along with related documents:

Policies and Procedures for Facilities Long-Range Planning Process for State Agencies (Form OSA/SPP-FPLNG)

Facilities Master Plan Submittal Instructions & guidelines for State Agencies Facilities (Form OSA/SPP-FMP)

Facility Program Plan Submittal Instructions & guidelines for State Agencies (Form OSA/SPP-FPP)