# Agency Operational Master Plan

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## Part 1: Introduction

The objective of this long-range planning document is to equip the Agency with a comprehensive strategy for managing its facilities, incorporating a detailed assessment of current and anticipated programmatic requirements alongside space planning parameters for service delivery. This document presents an overview of the Agency at the time of publication, together with projections of forthcoming program changes necessitating facility modifications. Beyond serving as a resource for strategic planning, it will also form the foundation for future capital construction requests.

### General Scope of Planning Document

This section outlines the parameters established to define the scope of the document, the intended longevity and usage of the plan, and specifies the criteria that were included or omitted during its development.

### Authors of the Plan

Here, contributors including authors, stakeholders, consultants, and other relevant parties are listed, detailing their roles in collecting and synthesizing the information. Any external sources utilized for future projections or trends are identified, along with the nature of the data referenced.

### General Process Used to Develop the Plan

The methodology used for gathering information is described in this section, encompassing existing databases (which are explicitly identified), supplemental building surveys, internal program updates, client surveys, and additional historical sources. The date on which the supporting information was obtained is noted as well.

Involvement of Staff, Stakeholders, and Clients

This subsection details the groups engaged in the process and the rationale for their inclusion. It explains how information was acquired—such as interviews, workshops, surveys, and other consultative methods.

#### Involvement with the Surrounding Community

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

#### How Information from Participants was Incorporated in the Plan

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

### Other Pertinent Information

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

## Part 2: Agency Overview

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

The mission statement succinctly articulates the agency’s core purpose, including its foundational reason for existence and, where relevant, the customers it serves.

The vision statement outlines an aspirational future state—one that is both ambitious and achievable—providing a clear perspective on the organization’s long-term objectives.

* Present an executive summary or agency description that offers a comprehensive overview of the department. This should encompass the fundamental values and guiding principles that shape organizational conduct, as well as key information illustrating strategic goals and objectives. Additionally, analyze how the agency’s objectives align with and contribute to the broader aims of the State.
* Supply an organizational chart that delineates the department’s structure.
* Ensure all information corresponds with the department’s Performance Plan.

### Department History

Deliver a concise summary detailing the agency’s origins, notable evolution, and its current role or function.

### Enabling Relevant Statutes

Enumerate the enabling statutes that define the legal basis and operational scope of the department.

### Overall Economic Data / Budget Detail

(Include the most recent information in the chart below.)

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

Please provide an overview of the departments and divisions’ funding streams, including historical changes over the past five years and any expected adjustments in the next five years. Additionally, explain how anticipated modifications to future funding may affect both the department and its divisions.

### General Overview of Individual Divisions

Provide an overview of each division in the department as detailed below.

Division Name (Insert division name)

Division Mission Statement, Vision, Executive Summary

The mission statement briefly indicates the purpose and role of the division or office and identifies which customers it serves if relevant.

The vision outlines a future goal that is considered attainable. It describes where the division or office intends to be moving forward.

Present an executive summary or description of the division. This summary should include core values, guiding principles, and any additional details necessary to explain the division’s goals and objectives. Additionally, describe how the division’s goals align with the broader objectives of the State.

Outline the division’s management structure, including regional supervisory roles if they exist.

Supply an organizational chart for the division.

Include a map displaying all facilities occupied by the division and a map of the regions served when appropriate.

Ensure all information is consistent with the department’s Performance Plan.

Overview of Areas Served and Regions

Describe the areas or regions covered by the division, including rationale for their establishment such as geographic location or population characteristics.

Overview of Division Interactions with Clients, Customers, Staff, Stakeholders, Funding Partners, and Community

Explain how the division interacts with each group listed above.

Overview of Division Funding

Summarize the division’s funding structure and totals as indicated in section 2.4. Clarify how various sources of funding, such as cash funds or grants, may impact program delivery, and how federal fund requirements—especially those involving matching state contributions—affect program duration and implementation. Describe recent changes in funding and the implications for future needs or operations.

Overview of Supporting Programs and Program Size

Briefly summarize each program within the division, their primary functions, interaction with the public, and internal collaboration. Identify programs that are temporary due to their mission or funding source and discuss program size (including FTEs and budgets). Note anticipated future changes in Part #4.

(Fill in the chart below:)

| Program Name | Current Address & Floor(s) | FTE per Location | Current Square Footage | Budget | Commercial Lease (L)  Inter-agency Lease (O) | Funding % by Source | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| General Funds | Cash Funds | Re-Appropriated Funds | Federal Funds |
| L/O |
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Division Name (This is a duplication of 2.5.1 with a sequential number for each division.)

### Division Mission Statement, Vision, Executive Summary

The mission statement is a concise explanation of the division’s purpose, its reason for existence, and the customers it serves, if applicable. The vision outlines a future state that is ambitious yet attainable, specifying where the division or office aims to be.

* Provide an executive summary or division description with an overview of the division, including its core values, guiding principles, and additional information on goals and objectives. Additionally, explain how division goals relate to the overarching goals of the State.
* Describe the division’s overall management structure, including any regional supervisory arrangements, as applicable.
* Provide an organizational chart representing the division.
* Include a map of all facilities occupied by the division and, where relevant, a map of the regions served.
* Ensure information provided aligns with the department’s Performance Plan.

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

Describe the areas and/or regions served by the division, including the criteria for their establishment (such as geography or population types).

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

Describe the nature of the division’s interactions with these groups.

Overview of Division Funding:

Provide an outline of the division’s funding structure and totals as referenced in section 2.4. Explain the impact of various funding sources (e.g., cash funds, grants) on program delivery, and address how federal funding requirements, particularly those requiring matching state contributions, influence program operations, and duration. Include information on recent changes to funding and potential implications for the division.

Overview of Supporting Programs and Program Size:

Summarize each division program, including its function, public engagement, and internal coordination within the division.

Identify programs that are of limited duration due to their mission or funding source. Include a discussion as to the size (including FTE’s and budget). Identify anticipated future changes in Part #4.

(Fill in the chart below:)

| Program Name | Current Address & Floor(s) | FTE per Location | Current Square Footage | Budget | Commercial Lease (L)  Inter-agency Lease (O) | Funding % by Source | | | |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| General Funds | Cash Funds | Re-Appropriated Funds | Federal Funds |
| L/O |
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### Overview of Agency Policies, Staff, Procedures, and Processes for Facilities Management

#### Facility Management Structure, Roles, and Responsibilities

Describe the Agency’s internal resources for managing capital program projects and outline the management system used. List architects, engineers, project managers, or other qualified staff responsible for overseeing capital projects and specify their respective roles.

If external contractors are engaged, identify the tasks assigned to them.

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

Explain the strategy employed to maintain existing Agency facilities. Describe methods for identifying maintenance issues (e.g., annual inspection, testing, visual walk-through), as well as processes for prioritizing and resolving such issues. Indicate whether engineers, consultants, architects, or others participate in decision-making and prioritization.

Summarize the procedure for developing and updating 5-year and 10-year maintenance plans.

Guidelines for Space Allocation

Outline current guidelines, if any, for allocating space for various functions/activities, including closed offices, open office areas, work/copy rooms, file storage, general storage, laboratories, and maintenance spaces.

Leasing Policy

Summarize the Agency’s leasing approach. If both State-owned and commercially leased facilities are utilized, detail how divisions or programs are allocated to each type of space. Describe the flexibility offered by commercial leasing and note any associated considerations or challenges.

Prioritization Process for Capital Construction and Controlled Maintenance Requests

Explain how projects for capital construction and controlled maintenance requests are selected and prioritized.

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

List agency-specific requirements such as Davis Bacon Wages, HIPAA compliance, or similar mandates.

### Summary of Existing Agency Planning Documents and Reports

List current documents and reports with their year of creation. Include details on additional planning initiatives, such as facility needs assessments and inventories.

Agency Technology Master Plan

Identify the most recent Technology Master Plan, if available. List the latest plan and provide a link for reference. If unavailable, give reasons and potential plans to develop one.

Agency Energy and Water Management at State-Owned Facilities Report

By executive order, this report is produced annually. List the most recent report and provide its link.

Other Executive Order Reporting

Specify additional reporting required by executive orders, including date of the last report and a link for reference.

Agency Facilities Master Plan

Describe and name the latest facilities master plan, whether completed or ongoing. List the most recent date and provide a link.

Agency Facility Program Plans

Identify all existing facility program plans, either completed or in progress. List the most recent plan and provide a link.

Current Facilities Inventory List

Indicate if an inventory list exists, its completion date, and any need for updates. Note deficiencies requiring attention and anticipated timing. List the latest version and include a link.

Current Facilities Assessment Report

Note whether such a report exists, its date, and update requirements. Outline deficiencies and timing for updates (see Part #4). List the most recent report and provide a link.

Capital Construction and Controlled Maintenance 5-Year Plans

State the latest update date for these plans and attach updated versions to the Appendix.

## Part 3: Programmatic Needs and Future Trends by Division

### Staff Size, Distribution

This section aims to present comprehensive information regarding the number of full-time employees, their locations, and the rationale behind these placements. Based on divisional structure and program offerings, this section will clarify how geographic factors influence staffing decisions, including the proximity of clients served and any additional circumstances that may affect staff distribution—or the absence thereof. The underlying rationale for these staffing decisions should be clearly articulated here.

By Organizational Unit

Reference the organizational chart for each division and its programs to identify current staffing allocations. Utilize charts or other visual aids as appropriate.

By Geographical Area

Discuss how geographical considerations inform the placement of personnel, providing regional breakdowns when relevant. Visual representations such as charts or maps are recommended.

### Clientele Types and Size Served

This section is intended to detail both the types and numbers of clientele served, alongside their geographic distribution. Describe how staff locations correspond to client needs and demand; if there is no correlation, provide an explanation.

Distribution Throughout the State

Illustrate or explain the statewide distribution of clientele served. Supporting graphics are encouraged to enhance clarity.

Unique Security Challenges

Highlight any distinctive security issues faced by the department, division, or program due to its operations, clientele, or location. Summarize current security protocols and anticipated adjustments. Identify critical areas requiring imminent improvement.

Future Trends

Provide projections of future trends that may impact divisions and programs. In Part #4, discuss the implications these trends may have for Agency facilities.

Demographic Changes and Impacts

Examine how expected demographic shifts among clientele could influence staffing levels and their geographic distribution. Specify anticipated areas of significant change.

Anticipated Funding Changes and Impacts

Assess how projected or confirmed changes in funding will affect programs and staffing requirements, including any consequences for staff deployment. Discuss the expiration of time-limited programs, along with relevant dates (e.g., grant periods or program timetable milestones).

FTE Trends by Division

Detail current full-time equivalent (FTE) growth trends by division. Analyze division/office growth rates and the subsequent effects on staffing.

Technology Changes and Impacts

Identify prospective technological advancements and evaluate their potential to impact divisions, offices, or programs. Address how these changes might improve efficiency and influence staffing, or facility needs.

Energy Usage Goals

Describe the Agency's strategies for managing and reducing energy consumption. Outline the use of EnergyCAP for monitoring and controlling energy usage.

Anticipated Real Estate Needs

Summarize the Agency’s approach to leasing commercial versus state-owned space, considering factors such as FTE variations, program duration, and performance objectives. Assess whether real estate requirements are likely to evolve due to staffing projections, client demographics, programmatic changes, new space needs (e.g., warehousing or vehicle storage), or current unmet demands.

## Part 4: Summary

Part #3.3 identified future trends. In this section, specify which Agency facilities will be affected and outline any additional facility impacts as described below.

### Performance Plan Initiatives that Affect Facilities

Discuss the projected impacts of current Performance Plan initiatives on the Agency’s delivery systems, staffing resources, and facilities. Clearly outline the times associated with each anticipated change.

### Energy and Technology

Detail completed actions and ongoing progress toward achieving the objectives set forth in Executive Order D 2015-013, “Greening of State Government.”

Indicate the date of the most recent feasibility study for Energy Performance Contracting (EPC) and specify the schedule for the next study.

Describe plans and timelines for upcoming technological enhancements.

### Facility Adequacy/Inadequacy Overview

Summarize the overall adequacy and deficiencies of Agency facilities. Specify which locations are sufficient in terms of geographic placement, capacity, and their ability to support staff operations. Note which facilities have potential for expansion or are currently underutilized.

Identify facilities deemed inadequate due to issues such as location, size, or limitations impacting service delivery. Explain the specific nature of each deficiency and recommend whether remodeling, relocation, or new construction is warranted, ensuring alignment with the Agency's five-year strategic plans.

The Facilities Master Plan will offer an in-depth evaluation of facility requirements and may provide additional insights. The Operational Master Plan should highlight key issues for further analysis within the Facilities Master Plan.

### Identification of Future Planning Studies

Present a detailed timeline for completing the Facilities Master Plan.

List future Facility Program Plans with their corresponding schedules.

Specify anticipated dates for new facility assessment studies or updates to the facility inventory.