



Work and Performance Plan FY2019 (AFM)

Mark Hahn, Asset and Facility Management



Key Initiative #1 -- Bringing Mecklenburg County To You

Link to Strategic Business Plan:

Yes

Description:

"Bringing Mecklenburg County to You" Master Plan Project Implementation

Rationale:

The first phase of the "Bringing Mecklenburg County to You" program includes several key projects which support the Manager and Board's strategic agenda. These projects include:

1. The relocation of LUESA from the Hal Marshall Center to Suttle Avenue, which will improve the experience for customers and employees while supporting the redevelopment of the North Tryon corridor (Project Complete).
2. The relocation of MEDIC from over-utilized, leased facilities to a permanent home. This involves the adaptive re-use of a warehouse and distribution facility central to their service area (Project Complete).
3. The vacant portion of the Valerie C. Woodard Center will be renovated, providing a home for the balance of staff from the Hal Marshall Center, the Tax Assessor and Tax Collector offices, and some functions of the consolidated Health and Human Services Agency. Some renovation will occur to support the work of creating new Community Resource Centers.
4. The initial phase of work within the Government District will be initiated, with the relocation of a consolidated Finance Department as a focus along with renovations to and use of underutilized spaces.

Completion Date:

Multi-year projects

Updates/Project Milestones:

- August 1, 2018: Criminal Justice Services Relocation to 715 E. 4th - 100% complete
- September 15, 2018: Finance Relocation to Judge Johnson Building - 100% complete
- March 15, 2019: Woodard Renovation: Construction - 100% complete
- June 30, 2019:
 - CRCs- Northeast & West- Architect and CM@Risk Selection - 100% complete; Participate in and/or lead internal work group meetings on future CRC planning
 - Internal Audit and Victim Assistance Relocations (Johnson Bldg.): Construction - 100% complete
 - Guardian Ad Litem and partial Juvenile Justice (CCOB): Construction - 50% complete
 - CMGC 11th Floor Renovations: Design Phase - 100% complete
 - Architect Selection – complete Nov. 15, 2018
 - Space Programming Verification – complete Jan. 30, 2019
 - Schematic Design – complete April 1, 2019
 - Design Development - complete May 1, 2019
 - Construction Documents – 50% complete June 30, 2019

Outcomes/Measures:



Key Initiative #2 -- Enhance Security of County/Library Facilities

Link to Strategic Business Plan:

Yes

Description:

Begin multi-year implementation of Enterprise Security Strategy that encompasses County/Library programs and facilities, including Park and Recreation (excludes Sheriff's Office). The Strategy will include implementation of Security Master Plan recommendations for County security policy, organizational structure, facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness.

Rationale:

Security consultant recommended placing management of security budgets and facility security under the direct control of Asset and Facility Management, potentially creating efficiencies and more consistent practices.

Completion Date:

6/30/2019

Updates/Project Milestones:

December 31, 2018:

- Implement weapons screening at the Kuralt Center

June 30, 2019:

- Obtain ET approval for updates to Mecklenburg County Security Policy and protocols
- Roll out Emergency Preparedness Plan to County departments (establishment of all facility Incident Management Teams complete in FY20)
- Complete construction of new Security Operations Center (SOC) and begin operations
- Complete security coordination planning and security performance evaluation with Park & Recreation, including timely installation of video cameras at identified facilities
- Complete installation/integration of new S2 enterprise security system

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



Key Initiative #3 -- Reduce Mecklenburg County Energy Usage

Link to Strategic Business Plan:

Yes

Description:

Utilize new tool for establishing energy-performance targets for individual building systems (i.e. exterior envelope, lighting, HVAC, etc.) so that design professionals will have a specific "energy target" as they proceed through the design of new buildings and large renovation projects.

Rationale:

The use of a replicable tool and process to establish goals for energy savings for each professional trade discipline (architectural, electrical, hvac, etc.) for capital projects should result in more targeted energy savings. This will provide more specific information to each design professional, as well as make each trade designer more accountable for overall energy savings.

Completion Date:

6/30/2019

Updates/Project Milestones:

- Tool will be used for BMC2U - New CRC projects and the new Main Library projects as applicable. The tool will be used to set Energy Star targets in Energy Use Intensity (EUI) units for each project and set sub-targets for various design trades such as exterior envelope, hvac, lighting, and plug load. This is expected to result in a more focused, planned, strategy to achieve energy efficiency.
- AFM will project the impact of new planned facilities (FY19-23 CIP and beyond) on the energy portfolio to predict usage and set new energy goals beyond 2020.

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



Key Initiative #4 -- Capital Reserve and Deferred Maintenance Projects

Link to Strategic Business Plan:

Yes

Description:

Complete 50% of all new FY19 Capital Reserve projects by the end of FY19, and complete 75% of such projects by the end of 2nd Qtr., FY20. Complete remaining 25% of projects by the end of 4th Qtr., FY20 and in coordination with capital renovation project schedules in 5-year CIP. At least 94% of completed projects will be on schedule and within budget. (Initiative applies to only those projects managed by AFM. See list of Capital Reserve and Deferred Maintenance projects that will be ACTIVE in FY19 in NOTES section below).

Rationale:

The annual Capital Reserve project completion cycle is a rolling 24-month period with the addition of the Deferred Maintenance funding. Completion of some of the projects is typically deferred to align with funded capital projects, so the repair work can coincide with renovation work, using the funding more effectively.

Completion Date:

June 30, 2019 for 50% of projects, December 31, 2019 for an additional 25% of projects, with the completion date for the remaining 25% by the end of FY20.

*See NOTES Section below for ATTACHMENT with a list of FY19 projects.

Updates/Project Milestones:

1st Quarter % of projects complete: 5
2nd Quarter % of projects complete: 15
3rd Quarter % of projects complete: 30
4th Quarter % of projects complete: 50

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.



Key Initiative #5 -- Capital Construction Projects

Link to Strategic Business Plan:

Yes

Description:

Track the Design and Construction progress of significant capital projects identified in the FY19-23 Capital Improvement Plan. Capital construction projects of all types and sizes targeted to be substantially complete in FY19 are shown in the attached list. (see NOTES section for attached list).

Additionally, perform lead role for County staff in coordinating planning for Spirit Square redevelopment options, working with the County Manager’s Office and the BOCC, as appropriate.

Rationale:

The County has a five-year capital improvement plan that includes multiple capital construction projects for Government Facilities, Park & Recreation, and the Charlotte Mecklenburg Library. Significant projects will include the design & construction of the Northeast and West Community Resource Centers, the design only of the Southwest and East CRCs, the American Legion Memorial Stadium Reconstruction, the Eastway and Northern Regional Recreation Centers, the new Main Library, and the Freedom Park Nature Center.

Completion Date:

Varies

Updates/Project Milestones:

Updates/Project Milestones:

December 31, 2018:

- Northeast CRC: Begin Architect Selection
- West CRC: Begin Architect Selection
- American Legion Memorial Stadium: Design – 20% complete
- Eastway Regional Recreation Center: Construction – 5% complete
- Northern Regional Recreation Center: Design – 30% complete
- New Main Library: Concept Design – 80% complete (contingent on BOCC approval of Spirit Square approach in early October)
- Freedom Park Nature Center: Architect Selection – 100% complete

June 30, 2019:

- Northeast CRC: Architectural Program Verification – 100% complete, Design - 5% complete
- West CRC: Architectural Program Verification – 100% complete
- American Legion Memorial Stadium: Design – 60% complete
- Eastway Regional Recreation Center: Construction – 30% complete
- Northern Regional Recreation Center: Design – 75% complete
- New Main Library: Support Services Center Design – 80% complete
- Freedom Park Nature Center: Program Verification – 100% complete

Outcomes/Measures:

End of year reporting ONLY

- Brief statement on if the project addressed the issue it was intended to address. If so, how.
- Statement on if project was completed at or below budget (update at end of fiscal year). If not, why?
- Statement on whether or not performance metric goals were met.