



Work and Performance Plan FY2022 (AFM)

Mark Hahn, Asset and Facility Management



SECTION 1: DEPARTMENT KEY INITIATIVES

Key Initiative #1 -- Bringing Mecklenburg County To You

Link to Strategic Business Plan:

No

Description:

"Bringing Mecklenburg County to You" Master Plan Project Implementation

Rationale:

The second 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 land acquisition, design, and construction of the Northeast Community Resources Center.
2. The land acquisition and design only of the Southwest and East Community Resource Centers.
3. The continuation of work within the Government District with renovations to County floors of the Charlotte - Mecklenburg Government Center, a relocation of Victim Assistance and Internal Audit, a relocation of Guardian Ad Litem, an expansion of Juvenile Justice, and a renovation of Register of Deeds.

Completion Date:

Multi-year projects

Updates/Project Milestones:

Updates/Project Milestones:

CMGC 11th Floor Renovation:

- Provide frequent updates to the Executive Team on the status of remaining work, risks and mitigation efforts (ongoing until complete).

Complete punch list items as follows:

- Hire general contractor to subcontract for and complete items related to drywall, painting, ceilings, flooring, doors, hardware, built-in cabinets, miscellaneous (complete by September 15)
- Coordinate with City staff to hire electrical contractor for wiring, lighting controls, sound masking, AV (complete by September 30)
- Coordinate with City staff to hire plumbing contractor for new toilet fixtures in Men's and Women's restrooms and new drinking fountain (complete by September 30)
- Work with vendors to procure additional furniture, glass markerboards, signs, and miscellaneous requested items (complete by September 30)

December 31, 2021:

- CMGC 4th Floor Renovation:
 - Meet with Public Information and Office of Economic Development staff to determine new space needs based on change of employee counts by Sept. 1, 2021
 - Submit proposed redesigned 4th floor plan to ET by October 1st (depending on availability of meeting attendees)
 - Prepare re-packaging of 4th floor renovations for bidding - complete by Dec. 1st
- CRC- Northeast: Construction - 25% complete
- Guardian Ad Litem and partial Juvenile Justice (CCOB): Design - 100% complete



June 30, 2022:

- CMGC 4th Floor Renovation:
 - Permit Review by LUESA Code Enforcement - complete by Jan. 15, 2022
 - BOCC Award of Contract, Contract Processing, and Commence renovation - by March 15, 2022
- CRC- Northeast: Construction - 50% complete
- CRC- Southwest & East: Designer selection - complete
- Guardian Ad Litem and partial Juvenile Justice (CCOB): – ??% construction complete (TBD dependent on funding allocation)

Outcomes/Measures:

Director Comments: (Year-end)

Executive Team Comments: (Year-end)



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

Link to Strategic Business Plan:

No

Description:

Continue multi-year implementation of Enterprise Security Strategy that encompasses County/Library programs and facilities, including Park and Recreation (excludes Sheriff's Office). In response to continued violence in the workplace nationwide, implement additional measures to train and protect employees at County facilities.

Rationale:

Recommendations from a Security Master Plan included changes to County security policy and organizational structure, and proposed enhancements to facility security guidelines, video surveillance & access control, contracted security services (security officers), cash transport, and emergency preparedness. Additionally, the County will: enhance prevention through training of employees on early detection of behaviors that could lead to violence and what to do if prevention fails; and enhance protection of employees at County facilities through additional security measures and a review of existing policies and procedures to improve safety.

Completion Date:

6/30/2022

Updates/Project Milestones:

Updates/Project Milestones:

December 31, 2021:

- Phase 2&3 Park & Recreation Security Cameras: Installation - 100% Complete
- Various single facility camera upgrades to Park & Recreation locations utilizing project savings from Phase 2&3 multi-year project (Amay James, etc.) - 100% Complete
- Phase out of Brinks for cash pickups: 50% complete
- VCW Weapons Screening: Implementation - 100% Complete
- Additional County facilities weapons screening: Design Phase - 30% complete
- Phase 4 Park & Recreation Security Cameras: Design Phase - 50% Complete
- Everbridge Implementation: Confirm/verify AFM-Security access to Everbridge software and current capabilities. Meet with supporting departments (IT & HR) to determine operational capabilities.
- Implement AFM-Security related items for Offboarding Process as follows:
 - Formal tracking of access badges from issuance to destruction
 - Finalize communications to departments for new procedures

June 30, 2022:

- Additional County facilities weapons screening: Design Phase - 60% complete
- Phase 4 Park & Recreation Security Cameras: Bidding Phase - 100% Complete
- Replace current cash transport provider services at majority of County locations: 100% complete
- Facility Emergency Action Plan roll out to County departments: 20% Complete (contingent on timing of hiring Security Program Manager)
- Everbridge Implementation: Coordinate with supporting departments to create employee group subsets. Commence system operations, contingent on integration of subset information.

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.



Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #3 -- Environmental Leadership Action Plan

Link to Strategic Business Plan:

No

Description:

Track the progress of AFM-managed Environmental Leadership Action Plan (ELAP) projects and strategies identified in the FY22 County budget for facilities and fleet. ELAP projects of all types and sizes are targeted for specific milestones of percentage completion.

Rationale:

The Board of County Commissioners adopted an Environmental Leadership Policy in FY21 and approved funding for an Environmental Leadership Action Plan (ELAP) in FY22. The ELAP strives to achieve net zero carbon in the County's fleet and facilities by the year 2035 through numerous strategies, including on-site and off-site solar, deep energy retrofits, and transitioning the fleet to electric vehicles.

Completion Date:

6/30/2022

Updates/Project Milestones:

Updates/Project Milestones:

December 31, 2021:

- Green Source Advantage Program: Select preferred solar developer and determine whether to pursue project based on developer response
- Deep Energy Retrofits: Designer selection – 100% complete
- On-site Solar Master Plan: Designer selection – 100% complete
 - Northeast CRC On-site Solar: Bidding 100% complete
 - Eastway Regional Recreation Center On-site Solar: Designer selection - 100% complete
- Develop comprehensive EV vehicle and charger strategy over the ELAP period for ET review – 100% complete
- Order of 20 Electric Vehicles: 100% complete
- Installation of 100 EV Chargers: Designer selection – 100% complete

June 30, 2022:

- Green Source Advantage: If project is approved, seek BOCC approval and complete development contract
- Deep Energy Retrofits: Master Plan – 50% complete
- On-site Solar Master Plan: Master Plan – 50% complete
 - Northeast CRC On-site Solar: Panel installation will not occur until near end of construction Fall 2022
 - Eastway Regional Recreation Center On-site Solar: Installation - 10% complete
- Receipt and Commissioning of 20 Electric Vehicles – 100% complete
- Installation of 100 EV Chargers: Construction Documents – 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.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



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

Link to Strategic Business Plan:

No

Description:

Complete 50% of all new FY22 Capital Reserve projects by the end of FY22, and complete 75% of such projects by the end of 2nd Qtr., FY23. Complete remaining 25% of projects by the end of 4th Qtr., FY23 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 FY22 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, 2022 for 50% of projects, December 31, 2022 for an additional 25% of projects, with the completion date for the remaining 25% by the end of FY23.

*See NOTES Section below for ATTACHMENT with a list of FY22 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.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #5 -- Capital Construction Projects

Link to Strategic Business Plan:

No

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 with construction in FY22 are shown in the attached list. (see NOTES section for attached list).

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 Community Resource Center, 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 (Discovery Place Nature).

Completion Date:

Varies

Updates/Project Milestones:

Updates/Project Milestones:

- Develop appropriate reporting mechanisms to provide the Executive Team with frequent updates, as appropriate, on project status, budget, schedule, project risks and risk mitigation efforts.

December 31, 2021:

- Northeast CRC: Construction - 25% complete
- Northern Regional Recreation Center: Construction – 100% complete
- New Main Library/Spirit Square: Design Development Phase– 40% complete
- Library Support Services Center: Construction - 95% complete
- Discovery Place Nature: Construction Documents – 30% complete

June 30, 2022:

- Northeast CRC: Construction - 50% complete
- New Main Library/Spirit Square: Design Development Phase – 90% complete
- Library Support Services Center: Construction and move in – 100%
- Discovery Place Nature: Construction Documents – 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.

Director Comments: (Year-end)**Executive Team Comments: (Year-end)**



Key Initiative #6 -- Equity and Inclusion Initiative

Link to Strategic Business Plan:

Yes

Description:

Continue the implementation of the County's Equity Action Plan.

Implement recommendations of Griffin & Strong Disparity Study for procurement of design consultants and construction contractors as approved by the Mecklenburg County Executive Team

Rationale:

Mecklenburg County is committed to addressing its racial inequities through an intersectional analysis. In order to become a more equitable institution, strategies must be implemented and enforced that enhance the work Mecklenburg County has already completed to promote equity and inclusion. The County has partnered with the Government Alliance on Race and Equity (GARE) to create both a racial equity training curriculum for County staff, an Equity Action Toolkit and a three-year enterprise-wide Equity Action Plan. To continue to build the capacity of the organization, it is critical that the County continue to implement the agreed upon action items identified in the Equity Action Plan despite COVID-19.

In FY20 the County hired consulting firm Griffin & Strong (G&S) to evaluate the effectiveness of the County's existing MWSBE and procurement policies and programs that are used by all of its departments. After evaluation of programs G&S conducted a study to determine if there was a disparity between the number of available MWSBE design and construction vendors and the percentage of contract work awarded to those vendors versus non-MWSBE vendors. A disparity was found in specific categories of design and construction, and G&S provided recommendations to address those disparities.

Completion Date:

This is a multi-year project (FY2020-FY2022).

Updates/Project Milestones:

Continue implementation of the County's Equity Action Plan that were postponed due to COVID-19:

- Continue rollout of "Advancing Racial Equity Training" for all County employees to enhance abilities to advance racial equity.
- Re-establish Department Equity Action Teams (DEAT) for select Departments to begin training and to initiate development of department specific equity action plans (pending further guidance from the County Manager's Office); and
- Provide training on Racial Equity Tool usage to County mid-senior management.

Implementation of FY22 AFM action items as follows:

- Contribute to and coordinate with MWSBE Work Group to create new MWSBE program provisions for use in procurement of design consultants and construction contractors
- Upon completion of the new program provisions, implement such provisions for all AFM managed construction contracts over \$500,000 and design contracts over \$50,000
- Track and report all data required by County's new program policies and State HUBSCO reporting requirements using the new software obtained for MWSBE reporting and/or other internal tracking mechanisms
- Hire two Associate Project Managers to support increased workload based on new program requirements and to assist with management of small projects
- Train all AFM project managers on new program provision requirements, including procedures to coordinate tracking/reporting requirements with two new Assoc. Project Managers

Outcomes/Measures:

End of Year Reporting



Director Comments: (Year-end)

Executive Team Comments: (Year-end)



Key Initiative #7 -- COVID-19 Response

Link to Strategic Business Plan:

No

Description:

The onset of COVID-19 resulted in the closure of Mecklenburg County government facilities and required many services to be transitioned to remote offerings. This unprecedented pandemic requires a flexible and nimble organization to meet the needs of County employees and the general public. Mecklenburg County will address the following priorities during the pandemic:

Rationale:

Mecklenburg County must respond and address the following priorities during the pandemic.

- 1) Continue to safely provide and expand county services to the public;
- 2) maintain critical county business needs through operational planning and policy, and
- 3) address community needs through the development and execution of support efforts through CARES Act funding

Completion Date:

This initiative is ongoing. Its completion date is dependent upon the extent of community spread of the virus and Public Health recommendations.

Updates/Project Milestones:

- Continue to develop county policies and procedures to address COVID-19
 - Continue to reopen county services in a safe manner
 - Foster innovation and agility in county services
 - Provide assets, technology and collaboration tools needed to safely support county operations
 - Monitor workforce engagement, needs and perspectives
- Monitor and adjust performance outcomes as appropriate
- Provide final report on CARES funding in the community
- CMO-Strategic Business Plan: Partner with the County Manager's Office to develop long -term response to COVID-19 and the impact of it in the organization and community

Note: Departments will have individual responses to these items at year-end.

Outcomes/Measures:**Director Comments: (Year-end)****Executive Team Comments: (Year-end)**