

# Governance Framework & Operating Guidelines for Capital Projects

***Charlotte County Administration***

October 20, 2020



# With You Today:



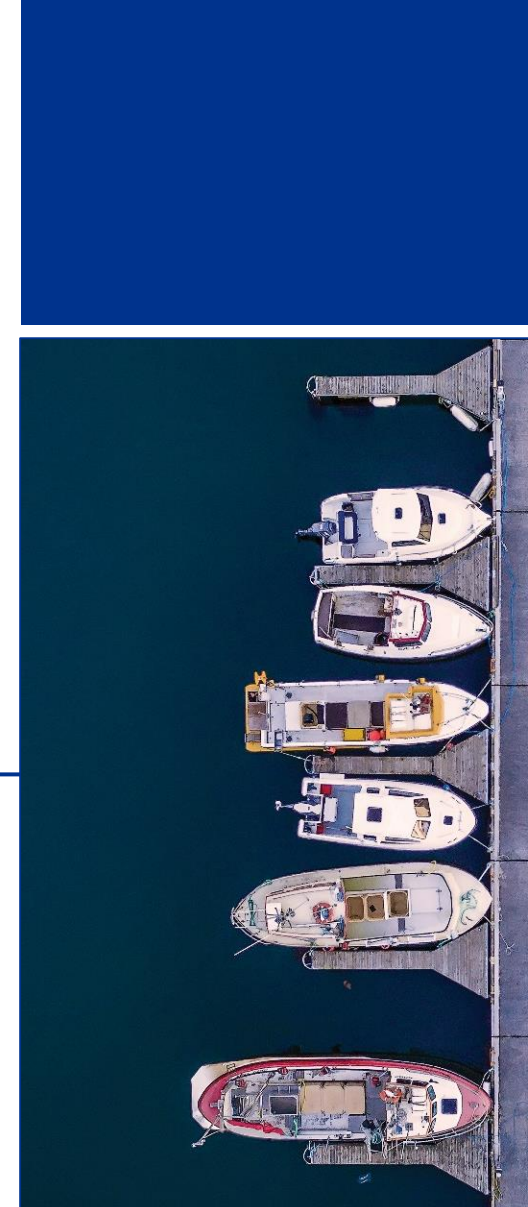
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Charlotte County Administration



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Manager, KPMG LLP



# Objectives & Vision



# Vision Statement

## **Charlotte County Vision:**

To preserve and enrich our community's quality of life for those who live, work and play in our paradise.

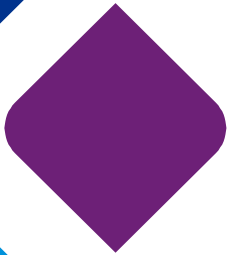
## **Vision for Capital Project Delivery:**

- Capital program reflects standard industry practices for project management.
- Stakeholders and project managers have the tools needed to consistently deliver projects that capture their intended value.

# Objectives: **Delivering Exceptional Service in Capital Project Delivery**



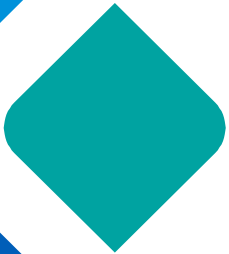
• Enhance performance, consistency, transparency and accountability in the delivery of capital projects.



• Standardize across County departments fundamental aspects of capital project management.



• Enable County leadership to control project progress through a stage gate process.



• Define responsibilities of department sponsors, project managers, Purchasing, and Fiscal Services.



• Implement standard industry practices across the County for delivering capital projects.

# Background & Approach



# Background

## Capital Program Delivery

Capital projects are primarily delivered by Public Works, Utilities, Community Services, and Facilities & Construction Management.



## Prior Assessment

In 2017, a maturity assessment and gap analysis identified informal and inconsistent capital project management practices across County departments.



## Inconsistent Performance

Capital projects do not consistently achieve their approved cost and schedule targets.



The Framework and Operating Guidelines helps stakeholders and project managers to be more effective. It will not eliminate all project risks.

## Project Management Office

The governance framework will help achieve the advantages of a more formal project controls environment. The County may consider using a project management office (PMO) model to further standardize capital project management.

# Approach & Timeline



Documented  
project  
management  
processes



Developed  
Framework &  
Operating  
Guidelines



Pilot  
Program for  
sample  
projects



Refined  
procedures  
and tools  
iteratively



Implement  
new  
standard  
across all  
departments

*October 2019*

*March 2020*

*October 2020*





# Accomplishments to Date



# Governance Protocols

## Roles & Responsibilities

All capital projects must have at least one individual assigned to the following roles: Administration, Department Sponsor, Project Team.

## Project Communications

Primary project-level report is the Project Status Report, which the Project Manager updates monthly for publication on the County website.

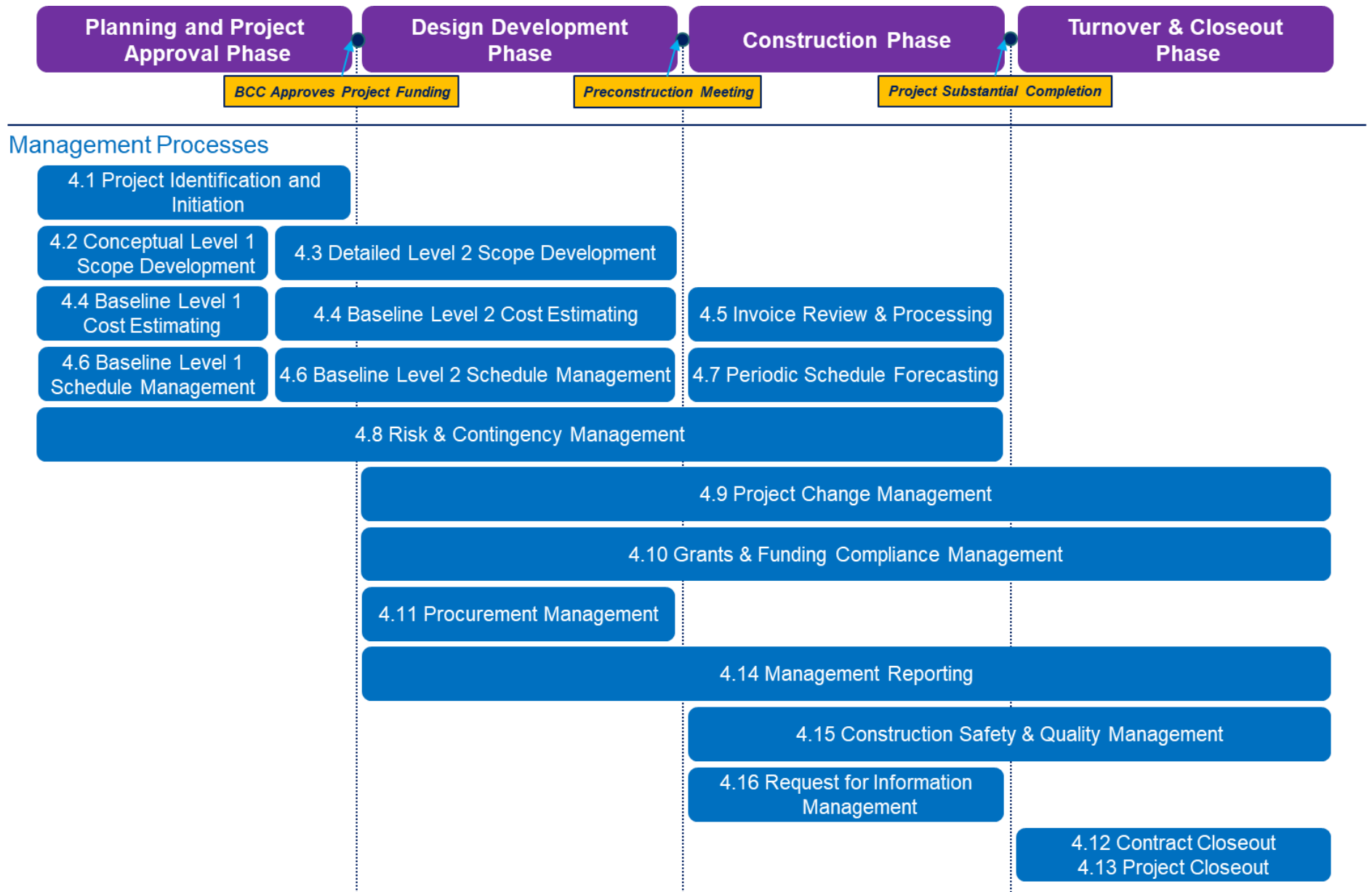
## Delegation of Authority for Project Decisions

The Operating Guidelines define the personnel who must approve funding, vendor contracts, change orders, and purchase requisitions.

## Stage Gate Process

Control check points between project phases allow stakeholders to review and determine that a project is ready to advance.

# Governance Framework for Capital Projects



# Project Status Updates

Filter By Category



Search...

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## CCSO District 3 HQ with Evidence

Last Updated: 08/13/2020 Category: County Facilities Current Phase: Complete

The new District 3 office allows the Sheriff Department to relocate from leased space in the Promenade's Mall to county-owned property on Loveland Blvd. Relocating the Evidence and Impound facility to a new centralized location allows the department to be more efficient. It also provides a more suitable space for evidence storage and operations than the current facility.

[Read More >](#)



## Centennial Park Aquatic Center



Last Updated: 09/28/2020 Category: Parks And Recreation Category: Sales Tax Funded Current Phase: Complete

Construct a fully designed aquatic center including a 50 meter competition pool with dive well and swim lanes, additional parking and a community garden.

[Read More >](#)



## Chamberlain over the Markham Waterway Bridge Rehabilitation



Last Updated: 10/07/2020 Category: Bridges Current Phase: Design Development

Chamberlain over the Markham Waterway Bridge Rehabilitation

[Read More >](#)



## Deep Creek Sewer Force Main



Last Updated: 09/29/2020 Category: Utilities Current Phase: Construction

This project involves removing and replacing the sewer force mains within the road right of ways and utility easements.

[Read More >](#)

## Project Description

The facility was planned and constructed adjacent to the Tier 1 Centennial Park Recreation Center project completed last year. The aquatics center includes a 50-meter competition pool with diving well, short and long swim lanes with starting blocks, scoreboard, bleachers, and shade structures. The pool house includes restrooms with showers and lockers, pump and control room, office and storage space. Site improvements included additional parking and a community garden.

## Project Location

1120 Centennial Boulevard, Port Charlotte 33953

## Latest Updates


Complete Ribbon Cutting Ceremony is scheduled for October 1st at 12pm.


## Budget

PHASE	COST
Design	\$216,000.00
Construction	\$6,443,589.00
Other Costs	\$840,411.00
<b>Total Budget</b>	<b>\$7,500,000.00</b>


## Schedule


PHASE	ESTIMATED START DATE	FORECAST COMPLETION	ACTUAL COMPLETION
Planning and Approval	06/04/2018	08/31/2018	08/31/2018
Design Development	10/01/2018	11/29/2019	08/30/2019
Construction	09/30/2019	05/01/2020	04/20/2020
Turnover & Closeout	04/27/2020	06/30/2020	07/16/2020


 **Project Phase**  
Project Complete

 **Project Updated**  
09/28/2020

 **Project Manager**  
Travis Perdue  
[Email Project Manager](#)

 **Sponsor Department**  
Community Services

 **Design Engineer/Architect**  
Fleischman and Garcia  
Architects and Planners,  
AIA, PA

 **Construction Contractor**  
PJ Hayes Inc DBA TANDEM  
Construction



Project:	Project Name
Dept. Sponsor:	Dept. Sponsor
Project Manager:	Project Manager
Date Updated:	Date

**Purpose:** To identify, evaluate, track, and communicate information about project risks.

**Instructions:**

1. Identify risks that may occur throughout project delivery. Use Table 3: Template Risk Table below as reference.
2. Complete Table 1: Risk Analysis
  - a. Risk Probability column: Assign risk probability/occurrence per Table 2: Risk Heat Map ranging from 1 to 5, where Rare = 1; Unlikely = 2; Moderate = 3; Likely = 4; Almost Certain = 5.
  - b. Risk Impact column: Assign risk impact value per Table 2: Risk Heat Map ranging from 1-5, where Insignificant=1; Minor=2; Moderate=3; Major=4; Catastrophic=5.
3. Based on the High/Medium/Low Risk Category, refer to the guidance below.
  - a. High Risk Category: Project Manager will notify Administration of all High-rated risks.
  - b. Medium Risk Category: Project Manager mitigates Medium-rated risks on a case-by-case basis throughout the project.
  - c. Low Risk Category: Project Manager tracks Low-rated risks on the Risk Register. No action required.
4. Risks should be evaluated throughout the life cycle of the project and Table 3: Template Risks should be updated as required.

**Table 1: Risk Analysis**

Risk ID	Risk Description	Impact Description	Risk Probability	Risk Impact	Risk Factor	Risk Category (Risk Factor Score)	Comments
Risk No.	Risk Description	Impact if risk not mitigated	(1-5) per Risk Heat Map	(1-5) per Risk Heat Map	(Risk Probability x Impact)	Refers to Table 2: Risk Heat Map	Comments
	<b>Example risks listed below:</b>		3	2	6	Medium	
	Utility relocation		3	4	12	High	
	Cost escalation		1	2	2	Low	
	Regulation or inspection risk		4	3	12	High	
	Weather impact		3	2	6	Medium	
	Estimating errors & omissions		5	2	10	High	

**Table 2: Risk Heat Map**

Risk Impact	Probability				
	1 - Rare	2 - Unlikely	3 - Moderate	4 - Likely	5 - Almost Certain
5 - Catastrophic	High	High	High	High	High
4 - Major	Low	Medium	High	High	High
3 - Moderate	Low	Medium	Medium	High	High
2 - Minor	Low	Low	Medium	Medium	High
1 - Insignificant	Low	Low	Low	Low	Medium

**Table 3: Template Risks**

Risk Types (Examples)	Comment
Quality control	
Commissioning (testing / inspections)	
Estimating errors & omissions	Example: 1% of remaining project costs
Cost impact of schedule delays	Example: Cost of project extension (general conditions)
Raw materials costs	
Changing regulations	
Cost escalation	

# Summary & Next Steps

# Intended Benefits

- **Clear expectations for project team members.**
  - Define roles, procedures, and tools.
  - Help project managers to anticipate and manage risks.
- **Enhance value through cost avoidance.**
  - Quickly identify potential overruns.
  - Deliver the project that meets of residents and County personnel
- **Measure project performance.**
  - Compare actual cost/schedule with the approved baseline.
  - Refine project delivery by documenting lessons learned.
- **Stakeholder oversight throughout project life cycle.**
  - Stakeholders are enabled to evaluate readiness to proceed.
  - Increase communication between stakeholders.



# Next Steps

Roll-Out & PM Training  
*October 2020*

1

2

Transition management of  
initiative to Charlotte Co.

Ongoing compliance  
monitoring

3

4

Further project manager  
training

Monitors capital project  
performance

5

Thank you  
& Questions