

Project Charter (describes *Why?, What?, When?, Who?, Where?*)

Project name: New Facility: Preliminary Investigation(s)

Dates: October 2014 through March 2015, (6 months)

Short description: (20 second pitch) Our current facility space is no longer meeting our organization's programming and administrative needs. Before the Board makes decisions about whether or not to begin a capital campaign project and start looking for a new facility, more information is needed. This project will provide information needed to make facility decisions.

Need: *The Why* Why is this project/program important? How does it help accomplish your organization's mission statement?

Our organization is in transition from a small start-up organization to an organization providing health education services to a regional population of 100,000. Our annual budget has increased by 50% in each of the last three years and our staffing levels have increased from 2.0 FTE in 2011 to our current level of 6.5 FTE. Our current facility only has space for three offices and two programming classrooms. Our demand for services and current programming levels suggest that we will continue to need 4 classrooms and 5 office spaces for the foreseeable future. Our organizational must make decisions about whether to 1) rent a new or existing facility, 2) purchase an existing facility or 3) purchase land and build a new facility.

This project helps us accomplish our mission of *providing health education to vulnerable populations in Oregon* by helping our organization understand the effects that undertaking a facility expansion project would have on our current and future programming.

Deliverables: *The What* What tangible items or results will the project deliver?
(**SMART = Specific, Measurable, Actionable, Realistic and Time-bound**)

Description of SMART deliverables

1. Estimate of space and structures needed for current programming and increased programming over next five years
2. Cost estimate for different facility scenarios (rent/purchase, new/existing)
3. Three strategy meetings held to discuss impact of new facility on organization, potential funding strategies, and capacity for capital campaign.

Success Measurement and Date

1. Space/structure estimates completed and reported to Board by February.
2. Cost estimate completed and reported to Board by February.
3. Strategy meetings held on February 12th and 26th and March 12th.

Other Success Measures (Other success measures, not correlated with deliverables listed above)

The decision to begin a new facilities project is vitally important to our organization and its mission. It isn't clear that our organization has the current capacity to run a capital campaign and manage new facility construction at the same time as we continue to grow our programming, staffing and organizational structure. Our Board and staff need to have honest conversations about whether a new facility is the right choice for our organization at this time.

Out of Scope Items (What elements are not parts of this project?)

- 1. Fundraising
- 2. Capital project planning

Key Targets: *The When and How* *When will things be accomplished and HOW much will the project cost? (May be revised during further scoping and planning)*

Desired start date: October 2014

Desired completion date: March 2015

Estimated project cost: \$4,000

Cost Narrative: Project funds will pay for 1) Executive Director and administrative assistant to make investigations and report to Board of Directors (\$3,500) 2) Work with consultant to get space and structural cost bids (\$500); 3) Work with an area realtor to understand the current facility market (no cost).

Major roles and authority: *The Who* *Who are the major stakeholders? (List the major stakeholders and what roles you expect them to have? To NOT have?)*

Role	Name	Major responsibilities
Executive Director	Sharon	Conduct investigations and make report to Board
Administrative Assistant	Brian	Assist with investigations
Board of Directors	All	Consider investigations and use as the basis to decide how to proceed
Consultants	TBD	Supply estimates for investigations

Major Risks and Key Assumptions: *The Where* *Where can we go wrong? (List major risks that may significantly affect the success of the project. List key assumptions and constraints - factors that will affect planning and project implementation.)*

The economy is currently in transition (to state economic situation mildly). Cost estimates made at the current market rate may not be valid for long and may not be realistic for future fund-raising purposes.

We are assuming that programming needs will continue to increase at the same rate they have increased in the last three years. Currently we estimate that 5% of the current target population for our services has been engaged with our programming. We assume that our services are needed by 50% of the population and that we will not see a decrease in demand for services for the next ten years.

Permission to Proceed:

Authorized on: _____

By Board approval

Board President's signature: _____

By Executive Director

Executive Director's signature: _____