



ARAPAHOE COUNTY

Facilities Master Plan FFM Project [#2026-11]

Project Charter

[May-2026]

PROJECT CHARTER	
FACILITIES MASTER PLAN	
Version #: 1.0	Issue Date: May 7, 2026

Document Information and Revision History

Version	Date	Author(s)	Revision Notes
1.0	May 7, 2026	Mary Jo Vobejda	
1.1	May 28, 2026	Ken Morris	Added scope detail to Project Overview

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1. Introduction

1.1 Overview of the Project

The Facilities Master Plan must envision a county where no resident has to travel far to access services, where technology improves access and efficiency, where facilities are inviting to both residents and employees, and with a modernized justice system.

The Facilities Master Plan scope of work shall assess current and projected service delivery needs, evaluate demographic and operational trends, and provide an actionable 20-year roadmap for facility and infrastructure sustainability. More specifically, the scope of work includes:

- Identify and prioritize County service and space needs for the next 20 years
- Evaluate current and alternative service delivery models
- Ensure equitable access to services across all communities
- Define required facility types, locations, and capacities to support future service delivery
- Leverage opportunities to limit leased space and optimize county-owned assets

The core challenge of the project is to address an aging facilities portfolio carrying significant deferred maintenance, demographic patterns, an aging population and evolving geographic growth.

The project will follow this multi-year arc.

- 2026 Discovery and alignment
- 2027 Modeling, testing, and prioritization
- 2028 Financial strategy and community engagement

1.2 Purpose of the Project Charter

The purpose of the Project Charter is to define high level project goals, scope, and timeline. The Project Charter also outlines the roles of the A-Team and the E-Team in the project process and seeks to gain endorsement of the process and the stakeholder teams' roles and responsibilities.

The role of the A-Team in the Facilities Master Plan process is to consult/inform with their E-Team representatives and the BoCC to ensure alignment with the direction developed at the 2026 Leadership Retreat held March 5th and 6th of 2026, and direction and advice on regulatory or statutory impacts to their offices and endorse the process.

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The role of the E-Team in the Facilities Master Plan process is to continue guiding the project team in alignment with the County’s Vision and Goals and the specific direction set forth in the 2026 Arapahoe County Leadership Retreat held March 5th and 6th of 2026.

The following expectations for the consultant and the planning process were noted at the Leadership Retreat:

- The consultant and the planning process engagement must be grounded in a deep understanding of Arapahoe County’s specific contexts, for example:
 - Colorado counties are structured and funded differently from other counties in other states.
 - Arapahoe County is diverse and service needs vary across geography and populations
 - The County is subject to state unfunded mandates
 - The planning process must leverage internal institutional knowledge
- The County’s mission, values, strategic plan organizational structure, and internal budget process must be understood before any recommendations are developed
- All departments and offices must see their goals reflected in the process
- The process and engagement must balance departmental advocacy, countywide priorities and stakeholder input
- Engagement should intentionally oversample traditionally underrepresented service users

The E-Team’s work will be focused on reviewing the project’s work to ensure alignment with these expectations and make course corrections to develop support for the final plan.

The Project Charter will be reviewed and approved by the E-Team annually.

2. Project Team Structure

2.1 Team Meeting Cadence

Activity	Start	End	April	May	June	July	August	Sept	Oct	Nov	Dec	2027	2028
Countywide survey development	6/5/2025	6/5/2025											
Countywide survey rollout	6/10/2025	8/20/2025											
Countywide survey data analysis	8/20/2025	10/20/2025											
A Team Update on project progress	7/7/2026	7/7/2026											
A Team Update on project progress	10/6/2026	10/6/2026											
E Team #1	6/15/2026	6/15/2026											
E Team #2	6/15/2026	6/15/2026											
E Team #3	6/15/2026	6/15/2026											
Advisory Committee #1	6/23/2026	6/23/2026											
Advisory Committee #2	7/28/2026	7/28/2026											
Advisory Committee #3	8/25/2026	8/25/2026											
Advisory Committee #4	9/24/2026	9/24/2026											
Advisory Committee #5	10/25/2026	10/25/2026											
Advisory Committee #6	12/1/2026	12/1/2026											

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BoCC/A-Team Agenda Topics focused on status updates and alignment

Planned E-Team Agenda Topics	Planned Advisory Committee Agenda Topics
#1 – May - Present process, roles, and gain endorsement through the Charter #2 – August - Present research, interview input, refined criteria and draft options #3 – November - Present options evaluation and draft recommendations and gain ratification of the process	#1 – July - Present process, role and schedule #2 – August - Presentation on research and discussion of draft criteria #3 – September - Present criteria and review Leadership Retreat options and develop additional options #4 – October - Review evaluation of options #5 – November - Discuss draft recommendations #6 – December - Plan 2027 work

3. Project Teams, Roles, and Responsibilities

3.1 Project Team

Project Team – Leader - Ken Morris,
Department Director Liaison with BOCC – Michelle Halstead
Communication and messaging insights – Jordon Ames
Project Management Consultant - Mary Jo Vobejda
Prime Consultant PM - TBD
Financial Advisor – TBD (County employee to be named for this future position)

Role – Coordinate and facilitate the project to ensure the project outcomes are achieved. Manage the Consultant scope, schedule, and budget. Coordinate and facilitate Facilities Master Plan Leadership and Advisory Committee meetings. Ensure coordination with BOCC is adequate.

3.2 Board of County Commissioners

Role – Decision maker for findings/actions/outcomes from Master Plan recommendations

Expectations - Quarterly updates will be provided

3.3 A-Team

Role – Consult/inform with their E-Team representatives and the BoCC to ensure alignment with the direction developed at the 2026 Leadership Retreat, direction and advice on regulatory or statutory impacts to their offices, and endorse the process

Expectations - Meets quarterly

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3.4 E-Team

Role – Guide the project team to ensure alignment with the direction developed at the 2026 Leadership Retreat.

Expectations - Meets approximately every three months for 2026

Responsibilities

- Assist project team in refinement of the process and schedule
- Select the Advisory Committee members
- Endorse the process
- Validate the results are in alignment with the County’s Vision, Goals, and direction from the 2026 Leadership Retreat
- Assist project team in identifying recommendations that require budget or regulatory changes
- Ratify the recommendations were developed within the agreed upon process
- Review presentations in advance of Board of County Commissioners/A-Team updates

3.5 Advisory Committee (AC) - Division Staff designated by E-Team

Role – Work with the Project Team to bring Department/Office needs, priorities, realities, and constraints to the discussion.

Expectations

- Monthly meetings of 2 to 4 hours for 2026
- Coordinate with Department/Office leader regularly
- Prefer they remain available for 2027 and 2028 ongoing work

Characteristics

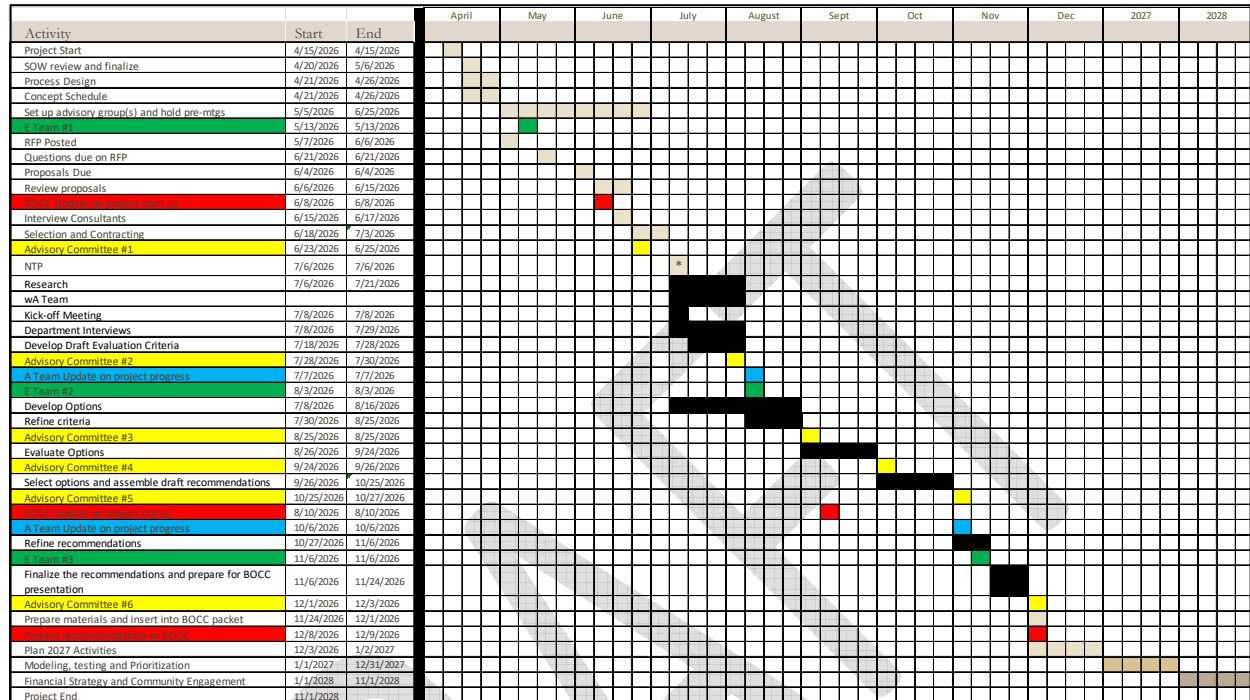
- An advocate for their Department/Office
- Tenure with the County/understanding of broader County operations (3 to 5 years preferred)
- Understand the operation of their Department/Office and trends in their field
- Respects the work that others do
- Good listener
- Unbiased lens to represent the greater good for Arapahoe County

Responsibilities

- Develop draft criteria
- Review draft options
- Weigh in on recommendations and refinement of recommendations
- Coordinate with their E-Team Director or Chief Deputy
- Assist with preparation of presentations for A-Team/E-Team and attend same presentations when appropriate

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4. Project 2026 Timeline



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5. Project Charter Acceptance

E-Team concurrence with Charter during May 13, 2026 meeting.

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