WORKSHEET 1: List Problems and Obstacles

PART 1: Begin listing problems for the project related to the following categories.

This exercise is best done in a group, with a way to list and present input to the group so that ideas can inspire other ideas. The approach should be flexible and a "no wrong answer" philosophy should help encourage responses. Some of the listed questions may not have responses or feel applicable, but it is important to at least ask the question to encourage brainstorming.

We recommend that you list the group's responses to each question without challenging the importance of the "problem" they identify. Make this a ground rule for all participants. It is unlikely that any in the group is a Real Estate Development expert, so the participants should be encouraged to present ideas through their own lens, not anticipate how a real estate professional may view them.

Below is a list of example questions to help start the process. This is not a comprehensive list and some questions may not be applicable to the project. This worksheet is meant to inspire constructive thinking and aid in brainstorming.

What are the Problems or Obstacles you expect the new completed project to resolve?

Start by addressing the obvious problem and then encourage a deeper dive into why the 'obvious problem' is a problem. To give an example of a possible response to this question and to help illustrate the process, we can imagine that, for this question, the City of Hopeville is considering the development of a New Police Station:

> ***Exercise Leader**: Okay folks, why do we need a new police station?*
>
> ***Facilities Director**: "Our current police station is not adequate for the growing community and is in dire need of replacement."*
>
> ***Exercise Leader**: Okay, why is it in need of replacement?*
>
> ***City Manager**: "We can't support the number of police officers we need in our community"*
>
> ***Finance Director**: "Parking on site is not big enough, we need to lease space to accommodate all vehicles."*
>
> ***Police Chief**: "We don't have adequate training facilities. There's mold in the evidence storage lockers. In order to transfer prisoners to the jail cells, we must go down an unmonitored stairwell that puts both the prisoner and the officers at risk. It's a safety issue."*

In this brief exchange, the City of Hopeville has listed five major problems with the current police station: Can't support the number of police officers needed, parking is inadequate and is costing the City additional revenue to lease space, training facilities for the police force are inadequate, mold is present in evidence storage, and the layout of the current facility is a safety risk for both officers and prisoners.

Who supports and who opposes the proposal, and for what reason?

Is there internal political support for the project? Are there problems with getting support for the project from the State or other governing bodies? Do you anticipate the public/voters/students/business community will support the project?

What Problems or Obstacles do you expect to encounter in site selection or land procurement?

Do you own the land? Is the site controversial? Is the site large enough for what you envision? Others?

What Problems or Obstacles do you expect to encounter in Procurement?

Does your Procurement team have experience with procuring a new public facility? Are there State or other governmental regulations you need to adhere to?

What are the Problems or Obstacles you expect in Financing the project?

Do you have the revenue to dedicate to the project? Do you anticipate needing to go to a vote of the people to secure funding? If so, what is the likelihood it will pass? Others?

What Problems or Obstacles do you expect to encounter in Predevelopment and Construction?

Do you anticipate needing to disrupt traffic? Will staff need to be temporarily displaced? Others?

What Problems or Obstacles do you expect to occur in the operations and maintenance phase?

Do you currently have issues with deferred maintenance? Will your new facility be at risk for improper maintenance due to its technology? Do you want private property management? If so, what prevents you from procuring it?

Rate Problems and Obstacles by Importance

PART 2: Now that you have collected a list of 'Problems and Obstacles', you should spend time sorting them into Major Problems and Minor Problems by their respective project phase. Try not to get stuck on how important one problem is over another. Simply classify the problem as Major, Minor or Negligible. It is useful to limit the number of problems that can be classified as major or minor in order to encourage a genuine assessment of the 'problem.' However, if it is necessary, add additional numbers beyond 5.

Be flexible and open and remember each participant may emphasize different 'Problems'.

Major Problem or Obstacle

1.

2.

3.

4.

5.

Minor Problem or Obstacle

1.

2.

3.

4.

5.

All Remaining Problems or Obstacles

List all remaining problems and obstacles here.

How would you rank the top five problems or obstacles?

1.

2.

3.

4.

5.