



Strategic Planning Implementation Project Charter

Project Name: *As noted on Grid of Major Projects*

Strategic Plan Project #4: Performance Measurement, Phase I

Expected Deliverables/Outcomes: *List of reports, recommendations, policies, processes, services, or other expected products from the project. Remember that deliverables are things, not actions. Number each deliverable.*

Performance management is a long-term initiative to improve the management and outcomes of County programs. The overall goal is to create a feedback loop which supports continuous improvement in outcomes. This includes:

- a. Measuring the outcomes of County programs over time, compared to similar organizations. This will help improve County services by providing information that can help the County identify opportunities for improvement.
- b. Determining how Department "levers" (staff; information technology; policies/procedures; facilities) influence outcomes so that we can better align these resources with priority outcomes.
- c. Reporting to the Board and public on the County's performance.

Phase I outcomes will include:

- a. A structure for identifying, tracking, and reporting on performance measures.
- b. A process for implementing performance measurement, including a list of resources required and timelines.
- c. A performance measurement system in two departments (PRMD and General Services) that will serve as pilots for further efforts. Efforts during this phase will focus on identifying, defining, aligning, and developing performance measures for the major, or "core" services offered by the departments. Later phases will develop supplemental measures at other levels of these pilot departments and, based on evaluation of the pilot efforts, implement performance measures in other departments.
- d. Expanded understanding for the County in how to implement performance measurement. This will include but not be limited to an understanding of how well current information systems are able to support performance measurement and identification of gaps and required additions or modifications to budget, finance, or other information systems.
- e. A description of the linkage between performance measures and the County's Strategic Plan Goals and Objectives and the development of the conceptual elements and practical requirements that would be used to establish a performance based budget methodology.
- f. A plan for further implementation of Performance Measurement in later phases.
- g. Phases II and III: After successful completion of Phase I, we will have a template that will be applied to three additional departments in Phase II, and more departments thereafter until the entire organization has instituted performance measurement. All phases will likely take five years to complete.

Project Owner: *The Project Owner provides or locates funding and resources for the project, approves project work plans, timelines, and budget, guides and directs the project manager, and in concert with the project manager delineates roles and responsibilities of the manager and project team. Overall they ensure successful completion of the project.*

County Administrator's Office for County-wide Effort; Department Heads for Pilots

Project Manager(s): *The project manager is responsible for ensuring that project planning, execution, and reporting occur. For purposes of the project, reports to Project Owner (though may be the same person).*

Don Schwartz for County-wide Effort, with assistance from the International City/County Management Association (ICMA) Consulting Services for Performance Measurement.

Other Departments Involved: *Please list those departments whose participation or support is necessary in order for the project to be completed.*

General Services
Permit and Resources Management
Information Services

Start/Finish: *No sooner than July 2008 for new or future projects*

Start: July 1, 2008
Finish: June 30, 2010

Background/Summary: *(Optional)*

In addition to providing a management tool, Performance Measurement provides a way to increase County government's credibility with the public as we hold ourselves accountable for meeting performance expectations. This is directly related to the Strategic Plan's recognition that:

- a. The County's work needs to be goal-directed and outcome-oriented.
- b. The County needs to be efficient and effective in carrying out priority functions.
- c. The County needs to actively engage the public and other stakeholders by demonstrating the impact of our services on the community.

Resources Required: *Please note the name of the county department and whether existing and/or new personnel will be required, as well as any external resources. Note role they will play (examples would be Project manager, Subject Matter Experts, IT support, Project team member, etc): check box for existing or new.*

	Role	Existing	New
CAO	Project Manager for County-wide efforts	X (5-10%)	
General Services and PRMD	Project Manager for Department-specific efforts	X (5-10%)	
General Services and PRMD	Staff time	X (1-3% each person)	
Information Services Department	Technology advisor	x	
External staff			
<ul style="list-style-type: none"> Consultants 	Subject Matter Expertise and Overall Management Guidance		X
Monetary resource: General Services Staff Time from Fee-supported Divisions			\$15,000
Monetary resource: Consultants			\$160,000
Monetary resource: IT support			\$15,000

Policy Review: *List and briefly describe Board of Supervisors or CAO policies that need to be considered and/or resolved before the project can be completed.*

1. Implementing Performance Measurement requires a sustained, long-term commitment of staff time. It will also require changes to existing county practices, including budget decisions.
2. The Strategic Plan includes an objective (Goal I, Objective A2) to “increase Board delegation of authority to staff commensurate with a higher degree of accountability in achieving the County’s core objectives as demonstrated through performance measures.” As departments develop performance measures, they will also develop performance goals and standards. They may consider process improvements and outsourcing to improve performance outcomes consistent with these standards.

Assumptions/Constraints: *List any major assumptions and or constraints important to the project’s success.*

1. The Board of Supervisors, County Administrator, and Departments will make a long-term commitment to support Performance Measurement. For Phase I, we will rely heavily on outside consultants, partly because of their expertise and partly to minimize the staff time required. Long-term, performance measurement will require significant commitments of resources throughout the county.
2. The consulting resources required will be provided.
3. Performance measurement is highly dependent upon the ability of information systems to readily collect, track, and report on performance measures. PRMD may have some capacity established. This Charter assumes that, if existing systems in the pilot departments are inadequate, that we can test initial performance measures using decentralized systems, downloads from larger systems, and original data collection.
4. This project will also assess the capacity of existing county-wide systems to support performance measurement and priorities for modifications and additional capacity. Once the pilots are tested, we should have a good idea of what a county-wide performance management system would look like, and an evaluation of the scope and capabilities of current systems, so that we can develop or select additions or modifications to IT, finance/budget, workflow, and communication systems. Any significant changes to

existing systems will likely require substantial additional resources.

5. ICMA's Center for Performance Management has performance measures for organizations comparable to the pilot departments which can be used as a starting point to identify local measures and to compare with other jurisdictions. The pilot departments will need to review these measures, and possibly amend them, to ensure that they are appropriate for Sonoma County.
6. Performance measures are intended to reflect a Department's success in meeting certain stakeholders or customer expectations. Some level of interaction will be required between the pilot departments and the customers they serve to validate the basis for measurement. It is assumed that the pilot departments and the stakeholders/policy makers/customers, including other County departments for General Services, will engage to establish and define the performance measures and establish key strategic goals and targets. The methods and extent of this engagement may vary for the pilot departments.

Project Interdependencies and Inputs: *List by project name any other projects or initiatives upon which this project is dependent. Also note any projects or initiatives dependent upon this project.*

Risks: *(Optional)*

Exclusions: *Use this section, if necessary, to clarify what **will not** be addressed by the project.*

Milestones: *Note key events marking project progress*

See below.

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	7/1/08	High
Milestone 1: (a) Sign contract with ICMA for consulting assistance. (b) Identify project leads and teams in pilot departments.	8/29/08	High
Milestone 2: Assess readiness of Pilot Departments, including clear expectations of effort, interviews with DHs and key managers, and ability of budget, finance,	10/30/08	High

and IT systems to support effort.		
Milestone 3: Key participant training- basic concepts	9/15-10/30/08	Medium- depends upon scheduling, commitment, availability
Milestone 4: Assess and validate alignment of Strategic Plan, Department mission and goals, and performance measurement.	9/15-10/30/08	Medium- depends upon scheduling, commitment, availability
Milestone 5: Develop performance measures, starting with but not limited to those in ICMA database. Identify benchmark organizations	11/1/08-11/30/08	Medium - depends upon commitment of staff liaisons
Milestone 6: Review/revise preliminary measures & benchmark organizations	12/1/08-1/15/08	Medium- depends upon commitment of Administrator and senior staff to review and comment
Milestone7: Collect, track, and report data for performance measures. If necessary, evaluate changes needed in budget, fiscal, and/or other IT systems. Finalize measures, benchmarks and reporting structure.	1/15/09-4/30/09	Medium- depending upon previous work delivery and need for changes in systems
Milestone 8: Formalize data collection, tracking, and reporting systems. Complete data collection and analysis for initial performance measures, and provide periodic reports as needed.	4/30/09 - 12/31/09	Medium
Apply lessons in Phase II and beyond	On-going	

Project Status: *For those projects underway, please note the date and indicate Green (low concern) Yellow (moderate concern) or Red (high concern) that project will exceed timeline, budget or scope.*

Comments:

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ICMA's Center for Performance Management has performance measures for organizations comparable to the pilot departments which can be used as a starting point to identify local measures and to compare with other jurisdictions. The pilot departments will need to review these measures, and possibly amend them, to ensure that they are appropriate for Sonoma County.