



Strategic Planning Implementation Project Charter

Project Name: *As noted on Grid of Major Projects*
Strategic Plan Project #8: Review of County Policies

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.*

Department heads to recommend changes in county policies to increase department flexibility and efficiency, without unduly harming accountability. Report to CAO for consideration, and ultimately to the Board of Supervisors.

Deliver a report to the County Administrator from Department Heads recommending changes in policies that will make County operations more efficient while recognizing this must be balanced with the need to be transparent and accountable to the public on certain business activities.

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.*

Mark Walsh, Information Systems Department.

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).*

Mark Walsh, Information Systems Department
Ken Hightower, Information Systems Department

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

Department Heads. Management Advisory Committee (MAC).

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

Project Related Date	Month/Year

Anticipated Start Date, BOS adoption of implementation plan	January 2009
Anticipated Completion Date: Fifteen Months after project start.	March 2010.

Background/Summary: *(Optional)*

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
Project owner dept. staff: Mark Walsh, ISD	Develop project team of Department Heads; Finalize and manage Scope; ensure resource availability;	X	
Other county dept. staff : Ken Hightower, ISD	Develop high-level, executable project plan to reflect timeline; deliverables; and interdependent events	X	
Other county dept. staff: Department Heads Association; MAC: To be assigned by Department Head Association President and MAC, with approval by County Administrator.	Provide input on Scope of Project; Policy review and comment; write draft recommendations. Approve list of "parking lot" items for future project, i.e., assist in scope containment.	X	
Other county dept. staff : Working group of managers.	Subject matter experts in Departments that are "customers" of administrative policies, as well as departments that administer the policies. County Counsel for review of recommendations to ensure legal fit.	X	
External staff			
<ul style="list-style-type: none"> Consultants (legal, technical, process, etc) 	Counsel; possible facilitation assistance from consultant	X	
Monetary resources	\$25,000 estimated for possible	X	

	legal review; facilitation.		

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.*

Examples of policies to review include contract signature authority; advanced step appointments; requiring Board acceptance of project completion, contracting policies, and two-year budget cycles for capital-intensive departments.

Likely data sources to be considered will be the Administrative Policy Manual; Civil Services rules; budget policy (Specifics needed); Purchasing Ordinance; and other applicable laws, e.g. Government Code.

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

- This project only reviews County administrative policies that are controlled by the CAO, Board of Supervisors, County code, or other high-level authority, like Government Code.
- Recommendations made to CAO will be focused on authorities granted by, or boundaries controlled by the CAO and Board, and will be balanced between providing maximum flexibility while ensuring maximum accountability
- The consultant and working group will assess areas where administrative policies cause inefficiencies within departments.
- Many administrative processes and practices cause inefficiencies that will not be cured within the scope of this project. Operational, workflow type items that are identified during this project will be held in a "parking lot" of non-strategic issues that can be worked on in a separate project, or a second phase of this project.
- Trying to fix all administrative burdens and inefficiencies in one project would slow down the review and correction of high-level policy fixes that may otherwise move quickly.
- Participating departments will provide experts in the function of administrative policies. County managers and Department Heads with experience in developing the Strategic Plan will participate in workgroups.
- Influencing projects' timing will not impede this project.
- Financial resources within project owner's budget can be redeployed for this item within the two respective fiscal years. Other projects within project owner's department may have to take a lower priority to this project.
- This process will not cover all policies, just those issued by the Board or CAO that are considered by the Department Head group to be good candidate for modifications that will achieve efficiencies in operations.

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.*

Performance measurement and HR/Payroll systems, both of which are included in the Grid of Major Projects, may be influenced by this project. Project Manager will coordinate the efforts of this project with The Contract Management project that is looking at re-vamping purchasing processes.

Risks: *(Optional)*

- Scope creep is a major risk, due to administrative frustrations over outdated work practices. Some of those frustrations will not be within the scope of a high-level policy review. The “noise” will be manageable by providing a “parking lot” or phase II project to deal with the worst of the “lower level” issues.
- “Influencing projects,” such as contract management system; HR/Payroll and review of budget policies, all of which are on the grid may compete for policy review and discussion time.
- Scope “crunch,” the opposite of scope creep, can occur if project members toss too much toward a parking lot, or Phase II, in the interest of time.
- Lack of priority for workgroup members with other strategic project assignment.

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

- This project is not a work process review of administrative practices.
- This project does not create new policies.
- This project only reviews current published or informal CAO/Board Policy, applicable Government Code Sections, Civil Service Rules, and Purchasing Ordinance.

Milestones: *Note key events marking project progress*

- Formation of working group of department heads, and identification of subject matter experts.
- Approved list of policies and procedures to be reviewed for possible recommendations to CAO.
- Recruitment and selection of consultant to facilitate prioritization of policy review, and track discussion of possible change items.
- Review of applicable policies and procedures, including prioritized list of possibilities for efficiencies, i.e., the “low hanging fruit.”
- Report to County Administrator, via MAC on preliminary opportunities for policy changes.
- Final report to County Administrator for policy change recommendations.

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date	January 2009	High
Milestone 1: Department Head Workgroup in place.	February 2009	High
Milestone 2: Management Workgroup in place.	March 2009	High
Milestone 3: Other resources in place, e.g., Counsel; outside consultant, if needed	April 2009	Medium
Milestone 4: Policy review list produced by workgroup, and approved by Department Heads Group	July 2009	High
Milestone 5: Policy review report completed by workgroup, with recommendations.	December 2009	Medium
Milestone 6: Policy review report, with recommendations to County Administrator	February 2010	Medium

and MAC.		
Project End Date: County Administrator accepts final report from review committee/MAC.	March 2010	Medium

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:

Recommendations made to CAO will be focused on authorities granted by, or boundaries controlled by the CAO and Board, and will be balanced between providing maximum flexibility while ensuring maximum accountability.

Because this Project is not scheduled to start until January 2009, the Project Owner will validate the duration of the project and the availability of resources prior to initiating the project and, if necessary, adjust the Project Charter to reflect changes.