



Strategic Planning Implementation Project Charter

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

Strategic Plan Project #17: General Fund Fee and Revenue Enhancements

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.*

Analyze practices for developing new (fee) revenues, calculating fees, and collection of fees for full cost recovery and policies and procedures for collection of revenues.

A report, with recommendations to the Board of Supervisors, based on comparisons with other counties, consultants will examine where we currently are with respect to use of fees and where we could be. This report will focus on certain general fund fee revenues, as described below for example purposes, and could be adjusted to include other revenues based on the project scope to be determined in Phase I of the project. The report would include recommendations for cost recovery improvement, and/or opportunities for new revenues, and/or improvements in collecting fees and revenues.

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.*

Auditor-Controller Treasurer Tax Collector (ACTTC)

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).*

TBD - Accounting Manager in ACTTC (Current individual in this position is due to retire in August 2008. We expect that his replacement will be the project manager for this project).

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

An initial survey of certain general fund revenues, as described below, was performed and is shown for example purposes only, in the attached worksheet. The worksheet focused on certain revenue sub-objects that collectively totaled more than \$1 million, such as sub-object 3600 "Charges for Services". Based on this preliminary survey the following departments would be involved in this project: PRMD, ACTTC, County Counsel, Recorder, General Services-Fleet Operations, Regional Parks, and Assessor. During Phase I of the project, the scope of the project will be further refined, and based on this refinement, which will include discussions with the CAO, additional revenue sub-objects could be added or deleted

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

Phase I: Start: July 2009 **Finish:** June 2010

Phase I will refine and further define the scope and identify what is needed from other departments.

Start/Finish: Phase II: Start: July 2010 **Finish:** June 2011

Phase II will be the completion of the project itself.

Background/Summary: *(Optional)*

Many County Departments collect general fund fees and revenues. Some are mandated and determined by code and some are determined through other processes, such as the budget. General funded departments may have an opportunity to collect more fees and revenues and therefore depend less on general fund net cost. The County also receives non-departmental revenues such as property taxes and sales taxes which are the two largest revenue sources for the County. Currently property taxes are audited every three years by the State Controller's Office. Sales tax revenues are audited by an independent contract auditor annually.

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	Project Manager	X	
Other county dept. staff	Dept Budget SME	X	
Other county dept. staff	Dept line staff	X	
Other county dept. staff	CAO Analyst	X	
External staff			
• Consultants (legal, technical, process, etc)			X
• Community Based Organizations			
• Gov't or partnering agencies			
• Other			
Monetary resources \$35,000 for consultant			

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.*

Review current BOS policies on cost recovery to organizations such as schools, special districts, etc. May need to adopt policies that would authorize full cost recovery to certain entities. Or there made be codes/law that won't allow full cost recovery from certain entities and therefore a legislative fix may be necessary.

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

1. The initial focus will be on certain general fund revenues as identified during Phase I of the project.
2. Special Revenue Fund and other fund revenue will be excluded.
3. ACTTC will have staff available in house to manage the project and provide subject matter expertise.
4. Departments identified during Phase I of the project will have staff available in house to provide subject

matter expertise when Phase II of the project is underway.

5. Property taxes and sales taxes are excluded from the scope (see comment #9 below related to scope).
6. A qualified consultant can be contracted with for assistance.
7. Funding available for qualified consultant.
8. Sufficient progress will be made on the HRMS project to allow ACTTC department to undertake this project in July 2009. If not, this date may need to be revisited.
8. The Project Manager will be determined at a later date because the Accounting Manager that would have overseen this project plans to retire in August 2008. Our assumption is that we would be able to recruit a qualified candidate to fill his position.
9. Phase I of the project will be utilized to determine the scope of the project. For illustration purposes only, the attached worksheet shows a sampling of revenues that could be analyzed in PRMD, ACTTC, General Services-Fleet Operations, Regional Parks, Assessor and Recorder. The attached worksheet looked at a number of revenue sub-objects, in a number of general funded departments, and identified revenue sub-objects that collectively totaled more than \$1 million and could be good candidates for further analysis. The following sub-objects could be a starting point for discussion of the scope of this project based on the data in the attached worksheet; sub-object 1341, 1342, 3008, 3012, 3044, 3102, 3148, 3300, 3500, and 3600. These revenue sub-objects are contained in the following General Fund departments' budgets, PRMD, ACTTC, General Services-Fleet Operations, County Counsel, Recorder, Regional Parks & Assessor. Based on this initial survey, these revenue sources were chosen because of their large dollar value (over \$1 million collectively) and the potential for revenue enhancement. These sub-objects are recommended as just a starting point for further discussions with the CAO related to the scope of the project and the expected outcome of the project. Phase I of this project would need to further refine the scope of the project so that the scope is not unmanageable and the expected outcomes are clearly defined and agreed upon. Phase I of this project would also include discussions with the CAO to continue to further refine the scope of this project so that the CAO and ACTTC agree which revenue sources should be analyzed. See attached worksheet.
10. ISD revenues were omitted because ISD is a zero net cost department. All costs are distributed to their customers.

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.*

1. For more precise labor costing than we currently have available to us, a new HRMS system could greatly improve our ability to determine full cost recovery.

Risks: *(Optional)*

1. Needed staff unavailable.
2. The project manager may retire in August 2008 – staff turnover.
3. Competing priorities.
4. Unable to contract with a contractor with knowledge in all areas of County general fund revenues.
5. Funding available.
6. Scope must be clearly defined with the CAO and expected outcomes must be agreed upon in Phase I.

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

Only certain general fund revenues will be analyzed. Special revenue, Enterprise and other fund type revenues are omitted. Property taxes and Sales tax revenue are omitted.

Milestones: *Note key events marking project progress*

1. Scope and expected outcomes clearly defined in Phase I of the project.
2. RFP and selection of qualified consultant.
3. Negotiate a contract for services with a qualified consultant.
4. Preliminary progress report to the CAO.

5. Additional interim report on progress to the CAO.
6. Final report to the Board.

Project Duration Estimates

Project Milestone	Date Estimate <i>(mo/day/year)</i>	Confidence Level <i>(high, medium, or low)</i>
Project Start Date Phase I	7/1/2009	Medium
Milestone 1: Scope and expected outcomes clearly defined	12/1/2009	Medium
Milestone 2: RFP and selection of qualified consultant.	3/1/2010	Medium
Milestone 3: Negotiate contract for services with a qualified consultant.	5/1/2010	Medium
Phase II begins	7/1/2010	Low
Milestone 4: First progress report to CAO	9/1/2010	Low
Milestone 5: Second progress report to CAO	12/2010	Low
Milestone 6: Report to Board	5/1/2011	Low
Milestone 6:		
Project End Date:	7/1/2011	Low

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.*

Not started yet.

Comments:

Because Phase I of this project is not expected to start until July 2009 and Phase II is not expected to start until July 2010, 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.

Fee and Revenue Charter General Fund Departments											
	Famis Dept	Building Permits	Liquid Waste Disposal	Coll Fees Supp B	Treasurer Admin Fee	Contracted Accounting	Attorney Fees	Co Impact Report	Recording Fees	Park/Rec Services	Charges for Services
Department	Div/Section	1341	1342	3008	3012	3044	3102	3148	3300	3500	3600
Board of Supervisors	05-01-01										286,801
County Counsel	05-05-01						2,006,531				
Communications-Telephone	05-07-17										260,000
Fleet Operations	05-10-60										3,259,986
Fleet ACO	05-10-61										240,000
Assessor	10-21-01			782,053							
Auditor-Controller	10-22-01				180,284	1,655,598					
Treasury	10-22-01				1,016,214						370,000
Tax Collector	10-22-20			868,158	109,012						
ACTTC-Administration	10-22-90				111,000						
Recorder	10-24-01								1,494,000		
PRMD-Administration	15-25-01	8,159,074	2,660,940					3,334,560			565,687
Regional Parks	15-32-10									1,131,177	
Total		8,159,074	2,660,940	1,672,614	1,416,510	1,655,598	2,006,531	3,334,560	1,494,000	1,131,177	5,268,910
Departmental Resources Needed to Analyze Above											
PRMD											
ACTTC											
County Counsel											
Recorder											
General Services-Fleet Ops											
Regional Parks											
Assessor											