**PROJECT CHARTER**

**APWA ACCREDITATION SELF ASSESSMENT**

|  |
| --- |
| **Project Description** |
| **Project Title: APWA Accreditation Self Assessment**  **Project Sponsor: Pat Thomas, Public Works Director**  **Project Manager: Craddock Stropes, Senior Management Analyst**  **Project Customer: City Council, City Manager’s office** |

|  |
| --- |
| **Executive Summary** |
| The City of Carlsbad’s vision is to be a world-class city. Its mission is to enhance the lives of all who live, work and play in our city by setting the standard for providing top quality, efficient local government services. To achieve this, the city encourages departments to pursue accreditation from nationally recognized organizations to demonstrate a commitment to providing top quality services and focusing on continuous improvement. The Public Works department has chosen to pursue accreditation through the American Public Works Association (APWA).  Public Works accreditation is the recognition that the agency subscribes to the concept of continuous improvement and has conducted an in-depth self-assessment of the agency’s policies, procedures and practices (*APWA Public Works Accreditation Process Guide*, 2013). It is the verification and recognition of an agency for conformance with a recognized body of management practices, the Public Works Management Practices Manual. The manual contains the practices identified by public works practitioners as being important in providing services. The accreditation process provides a systematic method to evaluate every function in the organization. Agencies are required to comply only with practices specifically applicable to them, and must document how they comply.  Before applying for accreditation, an agency must conduct a documented self-assessment to determine the extent to which the agency meets applicable practices and assemble the necessary documentation of compliance with the recommended practices in the Public Works Management Practices Manual. |

|  |
| --- |
| **High Level Requirements** |
| * Development of proactive management system that demonstrates top quality, effective services and continuous improvements is sustainable. * Department completes an in-depth self-assessment of policies, procedures and practices that is documented on the APWA self-assessment software. * Gap analysis is complete and identifies gaps; all policies, procedures and practices in gap are developed and documented. * Every function/practice in the organization has gone through a systematic process evaluation for quality and thoroughness ensuring standardized operations and management functions. * Reduction in potential liability to the city. * Increases public awareness of the critical role of public works giving staff a sense of pride in their work and increases their professionalism. * Policies, procedures and practices compare to Public Works Management Practices Manual * All policies, procedure and practices are reviewed and approved by sponsor and PM. |

|  |
| --- |
| **Project Benefits & Assumptions** |
| Achieving a nationally recognized accreditation for the city’s Public Works Department will offer formal recognition of how well the agency is run to taxpayers. It demonstrates accountability and competency in the provision of services that are important to residents.  *Assumptions:*   * All Public Works employees will contribute to the project. * Departments outside Public Works will assist with policies, procedures and practices within their realm of responsibility. * An outside qualified consultant will be obtained. * APWA self-assessment software will be utilized for documentation and tracking. * MS Project will be able to be utilized for project. * Many PW policies, procedures and practices have already been documented so just need to identify, review and consolidate into one area. * Many PW policies, procedures and practices are already classified as ‘best practices’ so slight editing and/or little modification will need to be done. * Peers from outside agencies will be willing to be mentors and/or review and discuss compliance with management practices. |

|  |
| --- |
| **High Level Risks & Description** |
| * Institutional knowledge will be hard to obtain due to a number of new employees. * Employees will be challenged to fully contribute and focus on project due to their current workloads. * There may be a limited number of qualified consultants for the recruitment pool. * Department’s language of practices or measuring may not match APWA language. * Not all staff within city may be willing to contribute within timeframe of project due to other demands. * Policies, procedures and practices may need to be approved by too many people with conflicting philosophies. * During gap analysis some practices may not exist, be documented correctly or thoroughly. * Peers from outside agencies may not be available for review of management practices within timeframe of project. |

**PROJECT CONSIDERATIONS**

|  |
| --- |
| **Measures of Success (Quantitative & Qualitative)** |
| * Approved Project Charter, Project Management Plan and Project Requirements * Policies, procedures and practices will be signed off by approved authorizing person/committee * All practices and back-up documentation will be in APWA self-assessment software * Schedule milestones met * Procurement conducted per city policies and within allotted budget |

|  |
| --- |
| **Scope Statement (Include In & Out of Scope** |
| Conduct a documented self-assessment to determine the extent to which the agency meets applicable practices and assemble the necessary documentation of compliance with the recommended practices in the Public Works Management Practices Manual.  *In Scope:*   * Procurement of consultant to collate and organize available data and qualitative information, analyze existing data against APWA requirements and provide a gap analysis with recommendations. * All Public Works internal practices are reviewed, evaluated and compared to the Public Works Management Practices Manual. * Documentation of practices is done in the APWA self-assessment software. * New policies, procedures and practices found deficient are identified, revised then implemented. * Policies, procedures and practices identified in gap analysis are developed, implemented and documented for inclusion in APWA self-assessment software.   *Out of Scope:*   * Final accreditation from APWA |

|  |
| --- |
| **Project Prioritization** |
| Company Goal/Initiative  Department Goal/Initiative  Efficiency /Cost Savings  Policy (Regulatory/Compliance)  Safety  Other  List Line of Site to Goal or Strategic Aspect:  The City Council has adopted a strategic goal to maintain, sustain and create a balance between environmental, fiscal and social factors. Completion of the APWA self-assessment demonstrates the Public Works department’s commitment to this strategic goal, and embodies the city’s values of excellence, stewardship and sustainability. |

**BUDGET**

|  |  |
| --- | --- |
| **Estimated Costs** | **Funding Source** |
| $11,000 | APWA application fee |
| $5400 | APWA fees per practice included in self-assessment |
| $2500 | Training |
| $3,100 | Meetings and recognition |
| $1000 | Printing |
| $30,000 | 001-8310 Miscellaneous Professional Services, for consultant |
| FTE allocations | Various staff from stakeholder departments, including Public Works, Finance, HR, City Attorney, City Manager, Risk Management, etc. |

**DELIVERABLES SCHEDULE**

|  |
| --- |
| **Project Start Date & Estimated/Requested Completion Date** |
| Project start date is Feb. 19, 2015 and is estimated to be completed by August 2016 (18 month project duration) |

|  |  |
| --- | --- |
| **Date** | **Milestone/Deliverable Description** |
| February 19, 2015 | Project Charter authorization |
| March 5, 2015 | Project planning gate with steering committee |
| April 23, 2015 | Internal kick off meeting |
| April 23, 2015 | Select contract consultant |
| May 14, 2015 | Formal application |
| July 16, 2015 | Training with APWA |
| October 29, 2015 | Gap analysis complete |
| April 14, 2016 | Readiness gate meeting with steering committee |
| September 1, 2016 | Closing gate meeting with steering committee |

**PROJECT TEAM**

|  |  |
| --- | --- |
| **Role & Name** | **Department/Area/Function/ Responsibility** |
| Pat Thomas | Project Sponsor |
| Gary Barberio | Project Steering Committee Member |
| Ron Kemp | Project Steering Committee Member |
| Ed Garbo | Project Steering Committee Member |
| Craddock Stropes | Project Manager |
| Contract Consultant TBD | Team Member |
| Bonnie Elliott | Team Member |
| Greg MacLellan | Team Member |
| Jennifer Marinov | Team Member |
| Christie Marcella | Team Member |

**PROJECT AUTHORIZATION**

|  |  |  |  |
| --- | --- | --- | --- |
| Approved by: |  | Date: | \_\_\_\_\_\_\_\_ |
|  | <Name>  <Title>, <Work Area> |  |  |
| Approved by: |  | Date: | \_\_\_\_\_\_\_\_ |
|  | <Name>  <Title>, <Work Area> |  |  |
| Approved by: |  | Date: | \_\_\_\_\_\_\_\_ |
|  | <Name>  <Title>, <Work Area> |  |  |
| Approved by: |  | Date: | \_\_\_\_\_\_\_\_ |
|  | <Name>  <Title>, <Work Area> |  |  |