

	 <b>ALBEMARLE COUNTY</b> <b>STANDARD ADMINISTRATIVE POLICY</b>	
	<b>Subject:</b>	Project Management & Planning
	<b>Reference Number:</b>	SAP-DEP-030
	<b>Effective Date:</b>	1 January 2006
	<b>Last Revision Date:</b>	N/A
	<b>Signature of Approval:</b>	 <b>J. Dan Eggleston, Chief</b>

**Purpose:**

The purpose of this SAP is to provide a general policy for the Department Workplan and subsequent project management.

**Scope:**

This policy applies to all staff managing a project identified in the Department Workplan.

**Background:**

Project management is a crucial element for department progress and success. It involves executing the necessary skills and management practices to ensure successful development and implementation.

**Definitions:**

Project Types: There will be three (3) types of projects; the type is determined by the urgency and/or expected due date of the project –

- Now (0-3 months)
- Short Term (3-12 months)
- Long Term (1 -5 years)

Quarters: Quarters begin 1 January of each calendar year and run three (3) months each –

- January – March
- April – June
- July – September
- October – December

Outcome(s): A specific statement or series of statements detailing what will be delivered at the end of the project.

Milestones: Major tasks in the project used to measure significant progress towards overall project completion.

Project Due Date: Target completion date based on development of milestones.

Project Schedule: Major projects shall have a schedule; the schedule is a more detailed breakdown of the milestones into specific objectives and tasks. The Project\_Management\_Form will be used for developing and tracking project schedules.

**Policy:**

Quarterly Planning Meetings

1. Quarterly planning meetings should mark the end of any existing “Now” projects (all should be complete).
2. Any projects to be carried into the next quarter (those that are incomplete) will be discussed at the planning meeting.
3. All incomplete “Now” projects and all existing “Short Term” projects are evaluated at each planning meeting to determine the “Now” projects for the next quarter.

### Components of the Department Workplan

For every major project included in the Department Workplan, the following will be established:

- Outcome(s)
- Milestones
- Project Due Date
- Project Schedule

### Project Life Cycle

Ideally, projects are identified early enough to be considered “Long Term”; obviously, this will not always be the case.

Generally, projects will be developed and managed as follows:

1. A need or project is identified as a “Long Term” initiative.
2. The project is brought to the Senior Staff quarterly planning meeting for consideration. Desired outcomes and major milestones should be presented for senior staff for evaluation and further development.
3. Project is evaluated based on the “Assessment Tools” identified in our *Organizational Direction* to help determine if it should be included in the Department Workplan and what resources will be assigned.
4. At each quarterly planning meeting, senior staff will evaluate all “Long Term” projects (in addition to the others) to determine which projects should now be considered “Short Term.”
5. Once a project is identified as “Short Term”, a specific schedule must be developed by the project lead using the *Project\_Planning\_Form*.
6. “Short Term” projects will be discussed and updates on progress will be expected from project leads at the second and fourth monthly senior staff meetings.
7. Projects identified as “Now” shall be discussed weekly at senior staff meetings.

### Expectations of Staff

- Quarterly
  1. Attend planning meetings to assist in identify and prioritizing department projects.
  2. Evaluate assigned projects for reclassification as to “Now”, “Short Term”, or “Long Term”, and, bring recommendations to quarterly planning meeting.
  3. Develop project schedules for “Short Term” projects.
- Monthly
  1. Project Management – Evaluate all schedules and milestones for accuracy, project slippage, etc. Identify any issues or concerns with senior staff at weekly staff meeting.
  2. Identify issues or projects outstanding that need to be considered or added to the Department Workplan. Identify any issues or concerns with senior staff at weekly staff meeting.
  3. Develop project schedules for “Short Term” projects.
- Bi-Monthly
  1. Update senior staff on the status of all “Short Term” projects at the staff meeting (second and fourth meeting of the month).
- Weekly
  1. Update weekly outcomes in the Department Workplan as to what is expected to be accomplished during that week.
  2. Weekly outcomes should be very specific, short, bulleted lists of deliverables for the week.
  3. Report any project slippage. If project will slip, provide explanation.